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FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

No. 29,611

Monday April 29 1985

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Dachau ghosts that
still haunt the
Germans, Page 18

World news Business summary

Moslems control Sidon area

Moslem forces, have linked up around the south Lebanese port of Sidon, forcing Christian residents to flee from their last enclaves in the area.

Security sources said the alliance of Druse-led Progressive Socialist Party militiamen and Sunni Moslem nationalist and fundamentalist fighters plan to attack the Christian mountain town of Jezzine.

About 2,000 Christians fled to join as many as 70,000 others who had taken refuge in Jezzine during the past five weeks. Page 2

PLO rejection

Palestine Liberation Organisation has rejected U.S. conditions for joint participation with Jordan in talks aimed at direct negotiations with Israel on a Middle East peace settlement.

Boycott threat

Anti-independence party in New Caledonia attacked French government proposals for the future of the area and threatened to boycott regional elections in August.

Space challenge

Space shuttle Challenger due for launch today will carry seven astronauts, two monkeys, 24 white mice and the European-built Space Lab into orbit.

Beef protest

Canada has been sent a strongly-worded letter by Willy De Clercq, EEC external trade commissioner, demanding a swift decision on talks aimed at lifting the country's ban on beef imports from Europe.

Iranian missiles

Iran has completed research on its own medium and long-range missiles and is now working on their production.

Hospital inquest

Buenos Aires police probing a mental hospital fire in which 80 died have detained the clinic's director and the manager. Many of the casualties were patients tied to their beds or sedated.

Fees to go

Maltese Roman Catholic church schools are to dismantle their fees system following an agreement with the Vatican and Malta over the weekend. Page 2

Spanish bases

Spain wants to negotiate cutbacks in U.S. military facilities before its referendum on Nato membership according to Sr Fernando Moran, Foreign Minister. Page 2

Greek election

Greek Prime Minister, Andreas Papandreu, started the race for the June general election in Crete, home island of his political rival, Conservative opposition leader, Constantine Mitsotakis. Page 2

Carmaker cutbacks

BL, the British state-owned vehicle group has rejected a government request to cut £250m (£302m) from the £1.6bn investment plan for Austin Rover. Page 7

Partial amnesty

The Soviet amnesty to mark the 40th anniversary of the defeat of Nazi Germany will exclude major criminals and political offenders.

Egypt frees four

Egypt has freed two Britons and two Maltese detained since November over an alleged plot to kill former Libyan Premier, Abdul-Hamid Bakroush, an opponent of the Gaddafi regime.

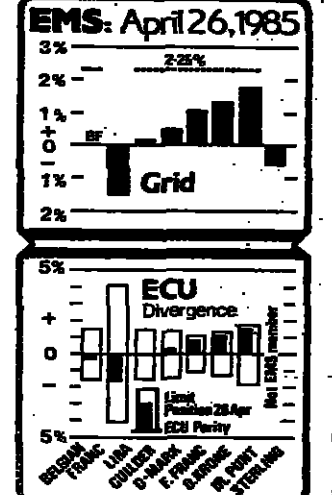
Drive on drugs

Pakistan is questioning more than 20 people after a series of drug seizures, the latest of which netted opium with a street value of more than \$30m near Karachi.

Unocal in takeover defence setback

UNOCAL, the U.S. oil group, suffered a setback in its attempts to head off an unwelcome takeover bid by Texas oilman T. Boone Pickens when a U.S. Federal court ordered the company to delay its annual meeting, scheduled for today, until at least May 13 to allow shareholders time to consider Pickens' 35% share offer. Page 21

EUROPEAN Monetary System: Weaker members of the EMS rose steadily last week in comparison with their central rates as the dollar improved sharply. However the D-Mark, traditionally a strong member of the system, was hardly changed in comparison with its central rate from the previous week.



BA ready to pay \$30m towards Laker settlement

BY DUNCAN CAMPBELL-SMITH IN LONDON

BRITISH AIRWAYS is ready to pay almost \$30m towards an out-of-court settlement of the \$1.65bn U.S. anti-trust suit launched against it and 11 co-defendants by Mr Christopher Morris, the liquidator of Laker Airways, in November 1982.

Final agreement appears imminent on a package deal worth close to \$30m on which BA, as the chief architect, has laboured round the clock for five months. If clinched, the settlement should leave BA free to pursue its privatisation plans which were effectively shelved on legal advice late last year, pending a resolution of the Laker problem.

In the past 10 days, BA and Link-liners & Paines, its London solicitors, appear to have overcome most of the objections raised against the settlement by several of the co-defendants, which include nine other international airlines.

The U.S. carriers involved in the suit - TWA and Pan American World Airways - have yet to signal their full acceptance of BA's proposals, which still prompted serious objections at a confidential meeting of all the airlines' lawyers in Geneva on April 18. But the structure of the settlement has now won broad agreement.

Mr Morris for his part has indicated his willingness to abandon his suit - which alleges a conspiracy by the airlines to force Laker Airways out of business ahead of its collapse in February 1982 - when all the present creditors of Laker Airways have either been repaid or otherwise compensated to their satisfaction.

BA is, therefore, proposing to use the \$30m settlement figure to purchase all outstanding Laker debts - through a Jersey subsidiary, Laker Investments, created for the purpose - on terms which the UK airline has negotiated directly with the creditors. This would leave Laker as the sole creditor and Mr Morris effectively relieved of his responsibilities as liquidator.

Contributions to the \$30m are envisaged as:

- Just under \$20m from TWA and Pan Am, which the two U.S. airlines are being asked to split on an equal basis;
- The same amount from the seven European airlines among BA's co-defendants. These include British Caledonian, which is known to have shown a more sympathetic attitude than the rest to BA's desire for an urgent settlement. The others are KLM, Lufthansa, Sabena, SAS, Swissair and UTA of France. These companies have negotiated together as a close team but their precise individual contributions are unclear;
- The same amount again, just under \$20m from BA itself - plus approximately \$10m, an incremental cost which was possibly picked up by BA to avert the near-collapse of negotiations last month. The Export-Import Bank of the U.S., Laker's largest single creditor, refused a payment of less than \$10m, which BA eventually agreed to raise nearer to \$20m;
- Nothing from McDonnell Douglas, the U.S. aircraft manufacturer, and its financing subsidiary which completes the list of 12 co-defendants; but the company has agreed to waive debts of \$40m plus accrued interest which it was owed as a Laker creditor itself.

In addition to purchasing the Laker debts, the settlement has also been tailored to afford private compensation for Sir Freddie Laker himself and for Mr Robert Beckman, his U.S. lawyer, who has also acted as U.S. counsel to Mr Morris.

The airlines' failure to agree a formal offer for the two men at the Geneva meeting means a firm proposal has still not been presented. Mr Bill Park, of Linkliners & Paines, who has been BA's chief negotiator throughout, nevertheless met Mr Morris on Friday and Saturday for the sacking of about 14,200 men which is almost the entire under-ground black workforce of the south African gold and uranium mines.

It produces about one-eighth of South African gold and one-third of its uranium and has been involved in a simmering dispute with the all-black membership National Union of Mineworkers (NUM) since the start of March according to Mr Peter Gush, the head of the gold and uranium division of Anglo American Corporation which manages the Vaal Reefs mine.

The men were dismissed by the Vaal Reefs mine, which is managed by Anglo-American Corporation, and the Hartbeestfontein mine, managed by Anglovaal Ltd, at the weekend. They are now being paid off and will be sent back to their homes in Lesotho, Transkei and Ciskei.

The weekend dismissals follow several weeks of unofficial stoppages and go-slows at the two mines, which are in the Klerksdorp area of the south-western Transvaal. The sackings also appear to form part of a generally tougher approach by South African employers toward unofficial stoppages at a time of considerable unrest and black unemployment throughout South Africa.

On Friday, Hartbeestfontein, which produces about 45 per cent of the country's gold, sacked 2,200 men who were involved in an unofficial stoppage in protest against an earlier dismissal of four black union representatives. This was followed on Friday and Saturday by the sacking of about 14,200 men which is almost the entire underground black workforce of the south African gold and uranium mines.

Continued on Page 20

Gold mines to stand by mass sackings

BY JIM JONES IN JOHANNESBURG

PEACE talks between management and South Africa's black mining union yesterday failed to prevent the sacking of about 16,500 workers at two of the country's largest gold mines.

The men were dismissed by the Vaal Reefs mine, which is managed by Anglo-American Corporation, and the Hartbeestfontein mine, managed by Anglovaal Ltd, at the weekend. They are now being paid off and will be sent back to their homes in Lesotho, Transkei and Ciskei.

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Continued on Page 20

Mitterrand defends record on state ownership

By Paul Betts in Paris

PRESIDENT Francois Mitterrand defended last night the French Socialist Government's record of nationalisation and said that Renault, the financially troubled state-owned car group and long a symbol of the success of state ownership in France, would on no account be denationalised.

Mitterrand was appearing on a long and novel presidential television show answering questions in a casual manner on a broad range of social, economic and political problems.

In recent weeks, there has been a growing debate in France about possible Socialist intentions of a gradual policy of denationalisation. However, Mitterrand made it clear last night that he had no regrets about his nationalisation policy.

He claimed that the six major industrial groups nationalised by the socialists after 1981 had been "saved" by nationalisation. As for Renault, which has just reported record losses of FF 12.55bn (\$1.31bn) for 1984 and was nationalised after the war by General de Gaulle, President Mitterrand said he was confident the car group would recover and would not be denationalised.

The French president also defended his government's latest plans for New Caledonia to resolve the conflict between separatists and loyalists in the French Pacific colony.

Mitterrand made it clear that he had no intention of remaining "inert" after the 1988 general elections should the opposition gain a majority in the National Assembly.

"You don't elect a president to do nothing," he said, adding that the National Assembly did not have the constitutional powers to force a president out. However, he acknowledged that he favoured a shortening of the presidential mandate in France from seven years to five years.

Mitterrand's 70-minute television appearance last night comes at a time when the French president's popularity continues to be extremely low although this has been in part compensated by the rising popularity of M Laurent Fabius, the young Socialist Prime Minister.

The president is clearly hoping that his novel television performance - the programme was called "Ca nous interesse, M le President" - will help him recover some popularity at a moment when socialist policies are coming under heavy fire from both the right wing opposition and the Communist party.

Maginot dogma under attack, Page 19

Reagan still committed to German war graves visit

BY RUPERT CORNWELL IN BONN AND REGINALD DALE IN WASHINGTON

DESPITE a weekend of unremitting controversy in the U.S. and at home, the West German Government was last night showing no inclination to suggest the eleventh hour change of programme which would allow President Reagan off the hook of next Sunday's planned visit to Bitburg military cemetery, where a number of SS soldiers are buried.

Mr Donald Regan, the White House chief of staff, yesterday said on television that there was no chance that President Ronald Reagan would cancel his visit to the Bitburg cemetery, despite the "anxiety" the uproar over the ceremony had caused him.

Mr Regan added, however, that the details of the visit were still being worked out and that he would spend only 10 to 15 minutes at the cemetery on May 5, compared with an hour or more at the Bergen-Belsen concentration camp on the same day.

As the White House continued to do all it could to minimise the importance of the Bitburg visit, officials said Mr Reagan would walk past a U.S. German military honour guard, accompanied by Chancellor Helmut Kohl, but would not speak at the cemetery. It was not even certain that he would go through with his original plan to lay a wreath.

Warning was followed warning over the last two days about the damage the affair was causing to relations between Bonn and Washington, and the harm inflicted on the domestic political standing of both the President and Chancellor Kohl.

In America, last week's appeal by 257 congressmen to Herr Kohl that Bitburg be dropped has been followed by a resolution submitted by 83 members of the Senate, demanding that Mr Reagan "reconsider" his stop there during his state visit to West Germany, which begins on Wednesday.

A Newsweek poll has shown 55 per cent of Americans oppose the visit, but a survey by West German television found that 72 per cent of West Germans questioned are in favour of it.

Continued on Page 18

UPI likely to file under Chapter 11

BY WILLIAM HALL IN NEW YORK

UNLEED Press International, the second biggest U.S. news wire agency, is well expected to file for protection under Chapter 11 of the U.S. bankruptcy code within the next few days, despite winning a last-minute reprieve from its banker enabling it to pay the immediate salaries of its 1,850 staff.

Mr Louis Nogales, UPI's chairman, reached an agreement in principle over the weekend with the company's main lender, the Los Angeles-based Foothill group, to provide financing to continue the group's recapitalisation plans. Mr Nogales said he was confident that the new agreement would restore financing early this week and staff would then be told how to redeposit their pay cheques.

Officials of UPI and Foothill could not be contacted yesterday to elaborate any further on the new financing plans. Most observers believe that the agreement will not be sufficient to enable the financially struggling news agency to avoid filing for bankruptcy within the next few days.

The 78-year-old agency owes close to \$20m. Apart from Foothill, its biggest creditors are American Express, AIRT and RCA.

For several months discussions have been under way to get the main creditors to take equity in return for writing down their debts, but this has not proved workable as yet.

Men and Matters, Page 18

BP to repay \$110m in dispute over Alaska pipeline tariffs

BY WILLIAM HALL IN NEW YORK AND DOMINIC LAWSON IN LONDON

BP has reached a tentative settlement in a seven-year dispute over the tariffs it charges to carry oil in the \$6bn Trans-Alaska pipeline system (Taps). It has agreed to cut its tariffs by 14 per cent and reimburse customers \$110m for overcharging them since 1977 when the pipeline began to carry oil from the giant Prudhoe Bay oilfield on Alaska's North Slope.

BP is one of eight international oil companies which owns the 800-mile Trans-Alaska pipeline which carries 1.7m barrels a day of oil, or roughly a fifth of total U.S. production. With its majority-owned U.S. subsidiary, Standard Oil Company of Ohio, it has the biggest stake in the pipeline. When Taps was built in the 1970s, it was the largest private construction project in the world.

Since it opened, there has been a long running dispute with the state of Alaska and others who have charged that the oil companies were charging too much for use of the pipeline. The arguments are complex but hinge on the rates of return the oil companies should be entitled to for financing what was initially regarded as a high-risk project in some of the world's most hostile terrain.

Alaska has argued that instead of charging between \$5.30 and \$6.20 a barrel to carry oil, Taps's owners should charge between \$3.50 and \$4 per barrel. The lower the tariff, the higher the revenue take of the state of Alaska.

BP Pipelines, which owns 16.57 per cent of Taps, announced a settlement with the state of Alaska on Friday evening in New York. The agreement follows the pattern of an earlier settlement in February between the state and Arco Pipeline Company, which has a 21.35 per cent stake in Taps. Apart from agreeing to refund shippers \$110m for shipments through mid-1985, BP is cutting its tariff by 80 cents to \$3.31 a barrel.

The U.S. Justice Department is backing the settlement, but it still has to be approved by the U.S. Federal Energy Regulatory Commission (FERC), and the latter may delay its approval until all of Taps's owners have announced settlements.

Mr John Williamson, president of BP Pipelines, said that for BP Taps represents a massive investment in a unique high-risk venture. He said: "We have had long, hard and extremely complicated negotiations with the state of Alaska. I feel we have an agreement with the state of Alaska we can live with and which is the result of a substantial degree of compromise."

Analysts believe that BP will be relatively content at the scale of the preliminary settlement since it is thought that the company had for some time set aside a considerable sum for the eventual outcome of the litigation.

BP owns 59 per cent of Standard Oil Company of Ohio (Sohio), which in turn owns a third of Taps and is the biggest producer of oil from the North Slope.

Irish pipeline, Page 3

International	2
Companies	21-23
World Trade	3
Britain	7, 8
Companies	24
Appointments	28
Arts - Reviews	17
World Guide	17
Construction	36
Crossword	40
Currencies	40
Editorial comment	18
Eurobonds	21
Financial Futures	21-23
Int'l Capital Markets	21-23
Law	30
Letters	16, 19
Lex	29
Lombard	12
Management	12
Men and Matters	18
Money Markets	40
Stock markets - Bourses	34
Wall Street	32-35
London	38, 39
Technology	36, 37
Units Trusts	36, 37
Weather	20

Dachau: ghosts that still haunt the Germans	18
Editorial comment: Austin Rover; Nicaragua	18
France: Maginot line dogma under assault	19
Lombard: Thatcherism and theology	19
Lex: junk food from Wall Street	20
Technology: Apollo bucks trend in networking	29
British Virgin Isles: Survey	13-16
Scottish financial services: Survey	25-27

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OVERSEAS NEWS

Moslems control Sidon area as Christians flee

MOSLEM FORCES linked up around the south Lebanese port of Sidon yesterday forcing Christian residents to flee from their last enclaves in the area, Reuters reports.

Security sources said the alliance of Druze-led Progressive Socialist Party (PSP) militiamen and Sunni Moslem fighters which now controlled the area also planned to attack the Christian mountain town of Jezzine, east of Sidon today.

About 2,000 Christians fled to join as many as 70,000 others who had taken refuge in the Iklim al-Kharroub hills and one fighter described it as "an easy fight".

The PSP ended their sweep through Iklim al-Kharroub after seven hours, and blazed up with their Sunni allies on the Awali bridge north of Sidon. The second front of yesterday's Moslem offensive continued an advance by Sunni nationalists and Islamic fundamentalists through Christian suburbs east of Sidon that began on Wednesday after some 400 Christian militiamen evacuated the area.

David Lennon in Tel Aviv adds: Israel will not come to the aid of the beleaguered Christians who are being driven out of villages in the Sidon region, officials said here yesterday.

Israel was making clear with its gradual withdrawal from Lebanon that it is determined not to be dragged into the country's factional warfare.

In addition to the thousands of Christians who have fled to

The Palestine Liberation Organisation (PLO) has rejected U.S. conditions for joint participation with Jordan in a dialogue aimed at direct negotiations with Israel on a comprehensive Middle East peace settlement, writes Richard Johns from Amman. Palestinian leaders said last night that Mr. Yassir Arafat, PLO chairman, and his executive committee were not prepared to allow the movement to be represented by members of the Palestine National Council (the parliament-in-exile).

This is understood to have been the alternative proposed to formal PLO representation by Mr. Richard Murphy, U.S. Assistant Secretary of State, during a recent tour of the region's capitals.

Our Cairo correspondent adds: Mr. Murphy yesterday held further talks with Egyptian leaders, after which Egyptian President Hosni Mubarak said that no quick results should be expected from the U.S. mission. The issues involved were "complicated," Mr. Mubarak said.

Washington refuses to deal directly with the PLO until it recognises the right of Israel to exist within secure boundaries.

Jezzine, more than 2,000 drove down to Christian villages beside the Israeli border. In Marjayoun, just north of the border, an emergency aid committee has been set up and all the schools in the area have been made available to house the refugees.

The army spokesman in Tel Aviv categorically denied Lebanese reports that the army had begun withdrawing its forces from the southern part of Tyre. However, it is expected that the troops will be pulled out of that area within a few days.

Peres outlines economic policy aims to Shultz

BY DAVID LENNON IN TEL AVIV

ISRAEL'S prospects of getting \$1.5bn (£1.25bn) in additional economic aid over the next two years has been enhanced by a recent letter outlining the economic policy goals of the Government which Mr. Shimon Peres, Prime Minister, sent to Mr. George Shultz, the U.S. Secretary of State, according to Israeli officials.

The U.S. has been insisting that Israel implements stringent economic reforms as a condition for additional aid but Israel believes that some of these measures, such as a large devaluation and a sharp erosion of the index linkage system, cannot be introduced yet.

Israel has received \$2.6bn in economic and military aid this year. However, because of the balance of payments deficit and the decline in foreign currency reserves it has asked for another \$1.5bn to help meet its debt obligations and begin a return to economic growth after years of stagnation.

Mr. Shultz, who takes a keen interest in the Israeli economy, recently sent Professors Herb Stein and Stanley Fischer to Israel to study the economy. They produced a 10-point programme for economic reform.

Responding to this programme, Mr. Peres outlined the general goals being set for the Israeli economy, without going

into details about measures which will be taken to achieve these targets.

It is expected that the aid and Israel's economic policy requests will be among the topics discussed in Jerusalem when Mr. Shultz arrives early next month.

Among other points, the U.S. experts proposed greater control over budget spending, a government commitment to setting a target to reduce inflation, a realistic exchange rate and a reduction in government control and subsidisation of credit.

Some of the proposed measures are unacceptable to the Government in Jerusalem because of the negative impact on inflation and the likelihood that they would generate a massive increase in unemployment which is currently running at a rate of less than 7 per cent.

However, the Treasury has made it clear that it is willing to set bench marks for economic policy, including quarterly targets for spending and revenues, as recommended by the two professors.

Israel is hoping that general commitments contained in the Premier's letter will give the Administration sufficient grounds for asking Congress to allocate the additional aid.

Apartheid sanctions make steady progress up Capitol Hill

BY NANCY DUNNE IN WASHINGTON

AFTER MONTHS of Congressional hearings and public demonstrations in the U.S. against apartheid, two House foreign affairs sub-committees will begin this week to select from among 24 bills on South Africa those which might best be considered by the House of Representatives.

Some economic sanctions are expected to pass in both Houses in the next few months, despite Administration opposition.

One of the best candidates for approval, according to a committee aide, is the Anti-

apartheid Act of 1985, introduced in both Houses by a bi-partisan group of about 100 liberals and moderates. The bill would ban new bank loans to and investments in South Africa, computer sales and further U.S. imports of South African gold kruggerands.

Also under consideration is a less stringent measure introduced by House conservative Republicans, which would deny federal contracts or economic assistance to businesses which refuse to abide by the "Sullivan principles"

regarding new investments. These are voluntary guidelines to promote workplace integration and other fair employment practices by U.S. companies in South Africa.

These provisions, however, would not go into effect until January 1987 and could be waived if the President found that the South African Government had taken significant steps towards eliminating apartheid.

The legislation also would direct the U.S. representative on the International Monetary Fund to oppose IMF loans to

any country which had an official segregation policy. Similar legislation is backed in the Senate by Senator Robert Dole, the majority leader, and Senator Richard C. Lugar, chairman of the foreign relations committee.

The bill has apparently been "discussed" with the administration, which is holding fast to its policy of "constructive engagement."

The Republican Bill gives the President until March 1987 to determine whether the South African Government has made "significant

progress" towards abolishing some of the more controversial aspects of apartheid. If the determination were negative, the President would then have to recommend sanctions to Congress.

Among the opponents of sanctions are American companies which want to maintain business ties with South Africa and Kruggerand "gold bugs," dealers and collectors who last year flooded Capitol Hill with letters and telegrams against a ban on the coins then under consideration. The South African

Government is expected to pay more than \$1m (£825,000) this year to well-connected lobbyists in an effort to block legislation.

The Reagan Administration could possibly ignore growing public sentiment for action and veto any sanctions. Mr. George Shultz, Secretary of State, has repeatedly condemned both apartheid and legislation which "would have counterproductive effect of reducing American influence on South African policy and would not help South Africa's blacks."

Papandreou pledges aid for business and farmers

By Andriana Ierodiconou in Heraklion

GREEK SOCIALIST Prime Minister Andreas Papandreou kicked off the race for the June 2 General Election on Saturday in Crete, the home island of his political arch rival, Conservative opposition leader Constantine Mitsotakis, with pledges to improve the lot of farmers and small businessmen and to continue to steer a neutral foreign policy course.

Dr. Papandreou took full advantage of the Crete setting to attack Mr. Mitsotakis as "the chief exponent of dependent, servility and plutocracy," to bill the election of Greece's President Mr. Christos Sartzetakis, another Cretan, last March, as one of the "top political choices" made by the Socialist Government, and to suggest that the socialists are the political heirs of the Grand Old Man of Crete, liberal politician Eleftherios Venizelos, who was Prime Minister several times between 1910 and 1933.

Mr. Sartzetakis's election was labelled unconstitutional by the Conservative opposition and led to the calling of early general elections last week several months before the end of the Socialists' four year term in October.

The Prime Minister spoke before a massive crowd packing Heraklion's central square. There was no official estimate of numbers but the majority of the district's approximately 200,000 voters were assumed to be there along with supporters who had arrived by boat and plane from Athens.

The Prime Minister billed the next election as an apocalyptic struggle "between tomorrow, and yesterday," in which he called voters to deal a death blow to the Right's chances of ever ruling Greece again.

Virtually 50 years of uninterrupted right-wing rule ended in Greece when the Socialists won the elections in 1981.

Dr. Papandreou painted his Government's programme for the next four years in very broad strokes. What little detail there was devoted to measures to boost the financing of small and medium-sized businesses, which included Mr. Andrei Gromyko, the Soviet Foreign Minister. This belied official unease at the prospect of Solidarity demonstrators on the streets once more on May Day.

Mr. Lech Walesa, in a message to the supporters of the banned union, has reminded them of the need to free the 150 or so political prisoners and to struggle for the recognition of trade union rights.

Spain seeks early talks on U.S. base cuts

BY DAVID WHITE IN MADRID

SPAIN WANTS to negotiate cutbacks in U.S. base facilities before holding its planned referendum on North Atlantic Treaty Organisation (Nato) membership, Sr. Fernando Moran Lopez, Foreign Minister, said at the weekend.

The referendum is scheduled to take place early next year unless it clashes with an earlier than expected general election.

In a tough statement, Sr. Moran warned that the Socialist Government would denounce the U.S.-Spanish defence and co-operation agreement if Washington refused to negotiate force reductions, or if no accord could be reached.

However, he made clear that negotiations on the cutbacks sought by Spain would wait until after President Reagan's visit to Madrid early next month. U.S. Administration officials have said that while they are prepared to study any Spanish proposals, they do not regard the issue as negotiable.

The U.S. has approximately 11,500 military personnel stationed in Spain, its principal facilities being three air bases and the Rota Naval base near the mouth of the Mediterranean. The bases will be a main target of anti-U.S. and anti-Nato

The U.S. Government yesterday denied Soviet leader Mikhail Gorbachev's statement that the Soviet Union had made a new arms reduction proposal at the Geneva arms talks, Reuters reports from Washington.

The Soviet news agency Tass on Saturday quoted Mr. Gorbachev as saying in Warsaw that the Soviet Union had suggested both sides reduce strategic offensive arms by 25 per cent.

The U.S. State Department, however, said the proposal appeared to be one made in the 1983 arms control talks which were broken off by the Soviet Union.

Contrary to the impression created by press accounts of Mr. Gorbachev's statements, the Soviet Union has made no proposal for reductions in strategic forces in the new Geneva negotiations," it said.

either country is entitled to seek revision or modification of the bilateral agreement at any time. The agreement, which comes up for a renewal in 1987, covers a wide area of defence and arms co-operation and would need changing if Spain were to pull out of Nato.

Sr. Moran said Mr. Reagan's visit would not influence the holding of a referendum. Mr. Peter Sutherland, the Irish EEC Commissioner, has said it would not be in Ireland's interests to insist that an emerging European Union could not deal with security matters, writes Brendan Keenan in Cork. He was speaking at a conference on European affairs which re-

vealed growing confusion over how Ireland's traditional military neutrality fit in with moves towards European integration.

In a speech delivered to the same meeting, the Irish Environment Minister, Mr. Liam Kavanagh, who is a member of the Labour Party, the junior partner in the ruling coalition repeated his party's view that Irish neutrality is not negotiable.

But Mr. Peter Barry, the Foreign Minister, a member of the majority Fine Gael Party was much less definite, saying that if a genuine political union emerged in Europe, it seemed logical that the Irish would wish to defend it. He stressed that such a development was many years away.

Members of the Western European Union (WEU) should form an integrated European initiative to investigate the advanced technology available to participate in the U.S. Star Wars programme, the Dutch Foreign Minister, Mr. Hans van den Broek, said at last week's meeting of the parliamentary defence committee.

Hague, writes Peter Spinks in Amsterdam.

Gorbachev holds talks with Jaruzelski

By Christopher Bobinski in Warsaw

MR MIKHAIL GORBACHEV, the new Soviet leader, left Warsaw at the weekend after two hours of bilateral talks with General Wojciech Jaruzelski which were seen by observers here as a sign of support for the Polish leadership.

Mr. Gorbachev made a point of staying on in Warsaw after the five other East bloc leaders left the Soviet after extending their military treaty which expires next month for another 20 years.

Mr. Jaruzelski appeared relaxed and in good spirits at the congress of the Polish Communist youth movement soon after seeing the Soviet leader, which included Mr. Andrei Gromyko, the Soviet Foreign Minister. This belied official unease at the prospect of Solidarity demonstrators on the streets once more on May Day.

Mr. Lech Walesa, in a message to the supporters of the banned union, has reminded them of the need to free the 150 or so political prisoners and to struggle for the recognition of trade union rights.

Chilean socialists detained after 'political' gathering

BY MARY HELEN SPOONER IN SANTIAGO

CHILEAN authorities continued to hold in detention more than 200 people accused of attending an unauthorised political meeting. The detainees were picked up by police on Friday evening following a mass gathering in a Santiago union hall to celebrate the founding of Chile's Socialist Party.

Lawyers from the Chilean human rights commission said several hundred policemen arrived at the site just as the meeting, described as an "artistic and cultural event" was ending. The detainees were taken away in police buses to two separate detention centres. The lawyers claim that some of the detainees were subsequently interrogated by men in civilian dress wearing ski masks to prevent their identification, a procedure illegal under Chilean law.

A government communique said the purpose of the Friday night gathering had been to "plan actions designed to disrupt public order on May 1, Labour Day. The communique also said that pamphlets and other subversive literature had been found on the premises. The detainees have been placed at the disposition of the

Brazil metal workers resume strike

By Ann Charters in Sao Paulo

STRIKES by the well-organised metal workers' union in the Sao Paulo region which resumed on Thursday after a break for the funeral of the late President-elect Tancredo Neves, are likely to be the first major test for Brazil's new Government.

If, as expected, the Brazilian labour court decides on Friday that the strikes are illegal, the Government has legal justification for using police to bring the strike to a close or to intercede more aggressively and negotiate a political solution.

The National Automobile Manufacturers' Association estimates that the 11-day strike has cost the industry Cr. 300m (£131.5m) in lost production.

Work stoppages in the auto industry also halted production at Ford and threatened to affect Fiat assembly lines in Minas Gerais, a central Brazilian state. If settlements are not reached by the end of next week, Workers at Volkswagen are operating a work-to-rule and the General Motors plant is paralysed with workers occupying the plant.

Vatican accord ends Malta's schools row

BY GODFREY GRIMA IN VALETTA

ROMAN CATHOLIC church schools in Malta are to start dismantling their fee system as a result of an agreement reached at the weekend between Malta and the Vatican.

The accord, which promises to bring Malta's lengthy and often violent dispute over free education by church colleges to a happy end will affect 18 schools attended by some 7,000 students.

The introduction of time scales to govern the gradual introduction of the new system appears to have played a key role in the successful conclusion of talks at the Vatican between delegations headed by the senior Maltese Deputy Prime Minister Dr. Joseph Cassar and Monsignor Achille Silvestrini, head of the Vatican council for public affairs.

Although details of the agreement have not yet been released, they are expected to filter through during this week's May Day celebrations organised

by the ruling Labour Party headed by the island's new Prime Minister, Dr. Carmelo Mifsud Bonnici.

The Rome accord also provides for a joint commission to be set up to study issues still dividing church and state in Malta. Premier Mifsud Bonnici insisted on concordat with the Vatican to eliminate what have been termed as "chaotic and anarchistic" relations between the Government and the church schools to be governed by an examination commission to both church and state secondary schools.

The Vatican agreement is likely to consolidate further Dr. Mifsud Bonnici's position as Prime Minister and leader of the Labour Party.

The agreement with the Vatican was reached as Italy and Malta moved closer towards concluding a new treaty cover-

ing military, political, economic and trade links. An Italian negotiating team has begun talks in Malta with the island's Foreign Minister, Dr. Alex Sciberras Trigona.

Dr. Sciberras Trigona said that the talks will build on the 53-man military mission on the island to help with public works and armed forces projects.

The rehabilitation of Malta's relations with its leading political and trading partners in Western Europe has proved a daunting task for the new Maltese Prime Minister. Relations were at a low when Mr. Dom Mintoff stepped down as Prime Minister in December.

Combining a more pleasant negotiating manner with a pragmatic outlook, Dr. Mifsud Bonnici has, however, begun to improve the tone of relations with Britain, Italy and the European Community.

Italy proves Malta with economic aid, markets for its exports and is a valuable sponsor at the EEC, with which Malta is negotiating a second financial protocol worth millions of Maltese pounds in loans and grants.

The same can be said of Britain, the island's biggest tourist contributor, a significant buyer of Maltese products and a prospective provider of industrial investment.

The widespread feeling among those who have dealt with Dr. Mifsud Bonnici is that he seems a more reasonable man to be business with. Last week Britain dispatched a team of Royal Navy ships to help defuse shiploads of unexploded wartime ordnance sunk deep inside Valletta's Grand Harbour.

Last year Mr. Mintoff invited the Soviet Union to clear Grand Harbour from wartime wrecks and unexploded bombs. In the event, the Soviet Union, after surveying the harbour for two weeks, turned down the assignment.

Mr. Mifsud Bonnici believes Britain may play an increased role in making Grand Harbour a free port. Relations continue to strengthen.

Volcker 'wary' of multilateral debt talks

By David Gardner in Mexico City

MR PAUL VOLCKER, chairman of the U.S. Federal Reserve, appears to have revived the flagging public debate over a lasting solution to Latin America's debt crisis by coming out against global negotiations between the region's debtors and the industrialised countries.

Mr. Volcker, who is said to be on a private visit to Mexico, said he did "not understand what concrete benefit a political dialogue (between debtor and creditor nations) will have."

After meeting with Mexico's President Miguel de la Madrid, he said "not understanding what concrete benefit a political dialogue (between debtor and creditor nations) will have."

Mr. Volcker said he was "wary" of any multilateral initiative and that "a political dialogue could be disturbing for the everyday banking system."

His remarks coincided with a statement from the Cartagena group of 11 Latin American nations, issued ahead of the Bonn summit of industrialised countries next month, and calling for precisely such a dialogue.

The Cartagena statement called for a political dialogue to explore "permanent and durable solutions" which "go beyond the simple lightening of the debt service burden through renegotiation."

The statement, drafted by Sr. Ernesto Lora, former head of the United Nations Economic Commission on Latin America and now Foreign Minister in Uruguay's new democratic Government, warned that the political and social crisis could undermine regional democracy. It stressed the need for new trade and international monetary arrangements to resolve it.

The statement, approved by the presidents of all the 11 Cartagena countries, also underlined the fact that, despite the "co-responsibility" of debtors and creditors in the gestation of the crisis, "adjustments to it have been borne explicitly by the debtor countries."

The Cartagena group is composed of Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Mexico, Peru, Uruguay, Venezuela and the Dominican Republic. At a meeting in Argentina last September, the group agreed to press for a summit with the industrialised nations in early 1985. At a later meeting in Santo Domingo in February they agreed to postpone this call to await the outcome of reports being prepared for the IMF interim committee and the World Bank Development Committee.

Nigerian town curfew

A dusk-to-dawn curfew has been imposed on the northern Nigerian town of Gombe, where more than 100 people have died in religious riots, Reuters reports from Nigeria. Anyone breaking it will be shot, an official statement said yesterday.

The Bauchi state government said most fundamentalists were fleeing the town. It added: "Anyone found outside his house between 6 pm and 6 am will be regarded as a fanatic and will be shot on sight."

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Davy McKee set to win share in \$500m Ok Tedi contracts

BY GEORGE MILLING-STANLEY

ONE OF the UK's leading engineering contractors, Davy McKee, looks set to receive the lion's share of construction contracts in Papua New Guinea which may total as much as \$500m (£316m) following the recent official visit to Britain by Mr Michael Somare, the country's Prime Minister.

The contracts are for the second stage of the A\$1.6bn (£788m) Ok Tedi gold and copper mine in the remote Star Mountains of Papua New Guinea, close to the Indonesian border.

Mr Somare explained that the contracts had been put out to competitive tender, and this procedure would have to be allowed to take its course over the next few months, but he said he understood that the bid from Davy McKee was the best received so far.

In any event, the company, part of the Davy Corporation, must rank among the front runners as it has been involved with the planning for the second stage of the mine's development since September 1983, when it was awarded a contract to prepare a cost and definition study.

Bechtel, the U.S. company which handled the bulk of the first stage construction, is unlikely to be awarded any further work on the project.

There were signs of tension between Bechtel and the Ok Tedi partners over the first stage, but Mr Somare confined his comments to a curt: "Bechtel has pulled out — end of story."

Just three months ago, Ok

Tedi's future looked bleak. The PNG Government, which has a 20 per cent stake in the operating joint venture Ok Tedi Mining, had ordered the mine to close down amid growing concern that its commercial partners were contemplating pulling out of the project once they had completed the first stage of development which involved the extraction of most of the gold.

The partners are Australia's Broken Hill Proprietary and Amoco Minerals of the U.S. with 30 per cent each, and a group of West German interests holding the remaining 20 per cent.

The decision to close the mine less than a year after it had come into production in May 1984 was made because, as Mr Somare put it, "we have seen what has happened in other countries where multinational companies have tended to dictate to government. I could not allow that to happen in my country."

After six weeks of tough negotiations, and some personal smoothing of the ruffled feathers of the international banks which had lent to the project on the part of Mr Somare, the authorities announced the terms of a compromise agreement which would allow the mine to reopen. "Everything is now in full swing," Mr Somare said.

He added that he felt a strong line his Government had taken would help in future negotiations with big companies over the development of additional mining projects. "People will know that they cannot take us for a ride," he said.

Deere accepts £1.2m fine by EEC

JOHN DEERE, the farm machinery manufacturer based at Moline, Illinois, has decided not to appeal against a £1.2m fine imposed by the EEC Commission for alleged restrictions placed on its European dealers, our Trade Staff writes.

It says the time and expense would not be justified.

The charge against Deere is that it has placed restrictions on trade across national borders. The company says it believes the Commission's ruling is not supported by the facts.

Deere says the Commission has accepted that the price differences from country to country in the EEC are essentially the result of currency fluctuations, government actions and other factors beyond his company's control.

Algerian order

Fiatall, the earthmoving equipment subsidiary of the Italian Fiat group, has won a £32m (£12m) contract to supply 221 vehicles to Algeria, writes Ian Rodger. The order, from the Entreprise Nationale Matériel Travaux Publics, consists of bulldozers, crawler loaders and fork-lift trucks.

Baghdad receives bids for Turkish pipeline

BY TONY WALKER RECENTLY IN BAGHDAD

IRAQ EXPECTS to announce by June the successful tenders for a 783-kilometre pipeline to be built between Kirkuk, in its north-east region, and the Turkish Mediterranean port of Yumurtalik, at a cost of about \$600m (£470m).

Six consortia are believed to have tendered for the 225-kilometre Iraqi section, for which bids closed last week. Five bids were received earlier this year by Botas (the Turco-Iraqi pipeline corporation) for the 558-kilometre Turkish section.

Contracts will be awarded separately by the Turkish and Iraqi authorities who will, nevertheless, co-ordinate their evaluation. The new pipeline,

which will run more or less parallel with the existing Turkish pipeline, will enable Iraq to export an additional 500,000-600,000 barrels a day (b/d), and will take about 18 months to complete.

Among the leading bidders for both sections is the Saipem of Italy-led consortium, which includes Tekfen and Kutinas, both of Turkey. Saipem, in partnership with Italcementi and France's Spie-Capag, is building a spurline from southern Iraqi oilfields to join up with the Saudi Petrolina, a project worth some \$500m which will increase Iraq's capacity for oil exports by 400,000-500,000 b/d.

The project is on schedule,

according to a Saipem spokesman in Baghdad, and is expected to be completed by the end of September. In its successful bid for the pipeline from Iraq to the Petrolina, Saipem arranged financing under generous Italian government-backed credits. Part payment was also accepted in oil.

Other consortia bidding for the Iraqi section include Mannesmann AG of West Germany and Spie-Capag of France. (Mannesmann is involved with Gama, a Turkish construction company, for the section in Turkey).

Another prominent bidder is a consortium with British Pipeline Engineers and Con-

tractors (BPEC), Toyo Engineering of Japan and Cimintubi of Italy.

Also among those to have lodged bids for either one or both sections are Hyundai and Samsung of South Korea and Brown and Root of the U.S.

Completion of the pipeline through Turkey and the spur from the southern Iraqi oilfields to the Saudi Petrolina will boost Iraq's export capacity to close to 2m b/d, from the present level of around 1m b/d.

Iraq's Opec production quota is presently 1.2m b/d. Baghdad may have some difficulty with its Opec partners if it seeks to double exports over the next

18 months. Iraq is also considering building a parallel line to the Saudi Petrolina, with a separate loading facility at the Saudi port of Yanbu on the Red Sea, in an effort to replace oil export capacity seriously damaged at the beginning of the Gulf War.

Brown and Root have been commissioned to prepare a feasibility study on the Saudi scheme.

Iraq's other ambitious pipeline project under consideration is a \$1bn pipeline to Aqaba in Jordan, but this is on ice because of Iraqi difficulties in securing guarantees against Israeli attack.

Rolls-Royce likely to clinch \$65m 'centauro' deal

BY ANDREW WHITLEY IN RIO DE JANEIRO

ROLLS-ROYCE is on the verge of winning an order worth about \$65m (£54m) to supply an initial 50 Spey mark 807 engines for the joint Italian-Brazilian military aircraft known as the AMX or "Centauro".

A decision by the two Governments to commence full production of the Centauro, a sophisticated interceptor and ground-attack aircraft, has been delayed until the second half of this year. But the expected order for the engines is the clearest indication to date that the \$600m project is still on

course. Under the terms of a 1980 agreement, Aeritalia and Aeromachi of Italy and Embraer, the Brazilian state-controlled aircraft company, are to build 240 units for the two countries' airforces, with parallel production lines in each country.

The engine, an updated version of the well-established Spey, was originally intended to be built under licence only in Italy, by Fiat and Alfa Romeo. However, in a new development, discussions are believed to be under way with the Brazilian

authorities whereby it will also be built in Brazil.

Embraer said last week that the 11,000 lb-thrust turbo-fan engine would probably be built at the government-run Celma factory in Petropolis outside Rio de Janeiro. Celma is a little-publicised engine overhaul facility in which Pratt and Whitney of the U.S. have a minority holding.

Mr Alan Sinclair of Motores Rolls-Royce, a wholly-owned subsidiary of the UK company, which has its own engine overhaul plant in Sao Paulo state,

said no firm orders had been placed in Brazil for production — as opposed to prototype — engines for the new aircraft.

However, like General Electric which already has a relationship with Celma, Rolls-Royce is known to be trying to strengthen its links with the Brazilian company. Among other signs that the bi-national programme is still on course for a planned entry into service by the aircraft in 1987 are:

● Embraer has nearly completed the erection of its assembly line facility at Sao

Jose Dos Campos, home of the Brazilian aerospace industry.

● Orders worth an eventual \$16m have been placed with Aeromachi, a privately-owned Brazilian aviation electronics company, for reconnaissance equipment for the Centauro.

British defence suppliers such as Marconi, Plessey and Martin-Baker are known to be hopeful of orders for equipment to be installed on an aircraft which Colonel Oziere Silva, president of Embraer, said last year could have a world market of 600 units.

SHIPPING REPORT

Improvement in dry cargo rates spreads from Atlantic

BY ANDREW FISHER, SHIPPING CORRESPONDENT

DRY CARGO markets perked up last week, with the recent lift seen on Atlantic freight rates finally starting to spill over into other areas. The tanker market was fairly lifeless, however.

Denholm Coates, UK shipbroker, said handy-size bulk carriers were now benefiting from improved rates. Two ships of 29,000 and 34,000 deadweight tons obtained daily charter rates of \$6,000 (£5,000) for trips from the UK and continental Europe to the Far East, far better than the \$5,000 recently prevailing.

One and coal demand in the Atlantic improved, and the Russians have been fixing ships for their rising grain imports, thus keeping rates firmer. But the rate for the only large grain fixture from the U.S. Gulf to the Continent was back down to \$11 a ton after nearly \$12 the week before.

The Far East market for dry cargoes remained depressed for larger and handy-size ships, Denholm said. No sign was there any sign of improvement.

Assessing the chances of sustained dry cargo rate upturns, Drewry Shipping Consultants

said shipowners would hope to gain ground in the wake of the recent lift, but would meet strong resistance from charterers.

In tanker markets, there were few opportunities for big ships. One ship was reported to have been fixed to replace the *Expyros* hit by missile the previous week on her way to load at Iran's Kharg Island terminal. In smaller sizes, Galbraith's said a 108,000 ton cargo was fixed to the U.S. Atlantic coast at Worldscale 30 and one of 60,000 to South Korea at Worldscale 65.

In scrapping, shipbroker Galbraith's said China had withdrawn from the market. Breakers from other areas would probably try to cut prices for ships sold for demolition. One reason for the Chinese action could be congestion, as breaking is slower than in Taiwan or Korea. Foreign exchange shortage could be another.

With the arrival of monsoons around the Indian sub-continent, breakers' activity will be interrupted there, thus further narrowing the market for a while.

NCL scales down plan for world's largest cruiser

BY OUR SHIPPING CORRESPONDENT

NORWEGIAN Caribbean Lines, a leading cruise company, plans to build the world's biggest cruise ship costing up to \$200m (£153m) but its capacity will be 2,500 people, half that of an earlier project which the company has shelved.

NCL, owned by Klostors Rederi of Oslo, owns the Norway, which is the largest current cruise vessel. It had been studying a project, named Phoenix, to build a 5,000 passenger ship at a cost of some \$450m (£348m).

Phoenix is still being studied for possible introduction into the NCL fleet at the end of the 1980s. As well as the Norway, which carries 2,000 people and formerly known as the France, NCL has seven ships, including three run by Royal Viking

Lines, which it bought last August.

NCL did not say where it would build the ship. Mr Ronald Zeller, president of NCL, said prospective yards would have final details in two months. Yards in Finland, West Germany, Sweden, and possibly the Far East are likely to be in the running.

Royal Caribbean Cruise Lines, a rival operator, said two months ago it planned to spend more than \$300m on two new ships. Nearly 2m people go cruising in the U.S. each year, mostly in the Caribbean.

Mr Zeller said the new ship that NCL was to order should be delivered more quickly than would have been possible with Phoenix, for which the main contender was Howaldtswerke-Deutsche Werft (HDW) of West Germany.

North Yemen refinery plan

FOUR SOUTH KOREAN partners in an oil exploration in North Yemen have agreed with Hunt Oil of the U.S. to build a refinery in North Yemen. AP-DJ reports from Seoul.

The Korea Oil Development Company said Yukong, Korea Oil Development, Sam Whan and Hyundai have agreed with their U.S. partners to build a

refinery near Narib. The U.S. company found an oil well in that area last July.

The contract has not been signed and the total amount of investment is not fixed, but each partner may invest, based on their investment share in the exploration. Korea Oil Development said.

World Economic Indicators

	FOREIGN EXCHANGE RESERVES (U.S.\$ m)			
	Feb 85	Jan 85	Dec 84	Feb 84
U.S.	2,301	4,270	6,656	6,677
Japan	22,202	22,544	22,283	20,837
W. Germany	33,144	34,203	35,028	37,890
UK	6,415	6,739	6,769	6,896
Italy	17,705	19,080	19,067	17,982
Belgium	7,371	5,629	3,608	4,152
Netherlands	7,222	7,624	7,778	8,864
France	19,102	19,102	20,467	17,495

Source: IMF

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BL dismisses request to trim investment

FINANCIAL TIMES REPORTERS

BL, the state-owned vehicles group, has rejected a Government request to cut £250m from the £1,800m investment plan of Austin Rover, the volume cars subsidiary.

It is argued that the full programme must go ahead to ensure the long-term commercial viability of the cars company and safeguard the jobs of its more than 40,000 employees. BL is also thought to have expressed concern that the delay in government approval of its five year corporate plan, submitted last December, could impede planned further collaboration with Honda, of Japan.

Broad agreement has been reached on a new deal under which Austin Rover would sub-contract its undervalued production lines to assemble Honda models. Both companies would collaborate to develop a new medium-sized car to replace the present Maestro.

The Department of Trade and Industry, concerned by the disappointing sales and profit performance of Austin Rover, has taken a tough line over the present plan, questioning many of the assumptions.

A new factor in the vigorous Whitehall interrogation could be the role of the Prime Minister's own policy unit which is thought to have put forward other options to cut investment and prepare the cars company for early privatisation.

BL has answered all the questions in detail, but insists that the strategy of the plan as originally set out is the one to make Austin Rover viable. Clipping £250m from the investment plan would provide merely short-term benefits.

The difficulty for the Government, which is pledged to early privatisation, is that the plan makes clear such an objective is not possible within the lifetime of the present parliament.

The main debate between Whitehall and BL is likely to have focused upon the issue of whether Austin Rover should invest approaching £250m on the development and manufacture of a new engine and gearbox for the Metro replacement due at the end of the 1990s.

The company has rejected the idea it should buy-in the engine, possibly from Honda, arguing that the capability to develop a range of engines is vital to the independence of the UK car industry.

Austin Rover insists that without the new engine it will be over-dependent upon foreign technology. The Transport and General Workers' Union has warned that the jobs would be put at risk of 5,000 workers at Longbridge, Birmingham, at present making the engine and gearbox for the Metro.

Basic to Whitehall concern about Austin Rover is sales performance now that the company has the strong line up of models it always argued was necessary for success.

Failure to reach last year's sales targets was blamed on strikes. But in the first quarter of this year UK market penetration of 18.04 per cent as sales of just over 80,000 are already slightly down on the same period last year.

The benefit of Austin Rover assembling cars under contract for Honda is that it would provide much-needed volume and help cover overheads. Honda, without any investment or equity stake, would have a platform from which to attack the markets of the European Community.

BL said last night that the issue of its corporate plan was "a commercial and confidential matter between the board and the Government."

Editorial comment, Page 18

British Gas would be sold as whole under Walker plans

BY PETER RIDDELL, POLITICAL EDITOR

PROPOSALS for the privatisation of the British Gas Corporation as a whole, rather than piecemeal, have been submitted to a Cabinet committee by Mr Peter Walker, the Energy Secretary, with a view to early legislation.

Despite a preliminary discussion last Thursday by the Cabinet committee on the disposal of public assets, no decisions have been taken and the Treasury has a number of major reservations about Mr Walker's plans. At present, the proposals have only just surfaced from the Department of Energy and are still being scrutinised by other ministers.

The key new development is the political determination shared by all ministers, to bring forward privatisation of British Gas as soon as possible to maintain the momentum of this programme. If the Cabinet gives approval legislation could be introduced in the next parliamentary session with flotation in 1987.

The main Cabinet debate will be about Mr Walker's long-standing preference for keeping British Gas intact, in line with the strongly-held view of Sir Denis Rooke, its chairman.

Mr Walker has made no secret of his scepticism with the desire of his predecessor, Mr Nigel Lawson, now the Chancellor of the Exchequer, to break down the present monopoly, and introduce competition into energy utilities. Mr Walker believes that the legislation passed by Mr Lawson to encourage the private generation of electricity has had no real impact.

Therefore, gas and electricity are bound to remain monopolies and should be sold off in this form, subject to strong regulation, particularly of prices.

This would be similar to last November's flotation of British Telecom as a semi-monopoly which is regulated by the Office of Telecommunications.

A Conservative Party policy statement in 1983 referred to "increasing competition in, and attracting private capital into, the gas and electricity industries."

Mr Walker has repeatedly argued that the sale of British Gas as a whole would be both quicker and raise more money for the Treasury than a break up and piecemeal disposal. He will also present this solution towards the people's capitalism advocated by Mrs Margaret Thatcher, the Prime Minister, especially as he wants a large amount of employee participation, as happened with British Telecom.

Domestic Lawson writes: A public sale of shares in British Gas which made operating profits of over £1bn in 1983-84, could value the corporation at about £8bn. This would put such a sale in the British Telecom league, and like the Telecom sale, the sheer size would necessitate a phased, tranche by tranche, disposal.

Under Mr Walker the Department of Energy has produced internal papers attempting to value the corporation, and also a number of papers on the regulation of privately owned gas utilities in other countries, such as the U.S.

N. See row rekindled, Page 8

Bae starts countdown for joint share offer

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

BRITISH Aerospace this week starts the final countdown for its joint share offer with the Government, with today's extraordinary meeting of the company to give approval to changes in the articles clearing the way for the share sale.

The offer is for 148.85m shares of 50p, comprising nearly 98.9m shares owned by the Government - representing the outstanding Government holding of 48.43 per cent in the company - and another 50m shares which Bae itself is offering to raise capital for future activities.

The offer is in two instalments, with the first payment of 200p a share due on application and the balance (the precise amount will be disclosed later this week) payable on September 10.

At Friday's closing price of 410p, the flotation overall is expected to raise just over £600m.

Today's extraordinary meeting is designed to give approval to the proposed issue, but particularly to

proposed issue, but particularly to provide for the creation of a single Government "special share" of £1.

This would ensure that, although the Government no longer controlled the company, it would still be able to block any takeover by foreign interests, control the citizenship of directors and still appoint a Government director to the board. This special share will require the company to obtain written permission from the Government before any provisions relating to these matters in the articles of association could be altered.

The special share, however, will not confer any financial benefits on the Government or permit it any control over the company's ordinary commercial dealings.

The plan is that, subject to the outcome of today's meeting, the prospectus giving final details of the offer price will be issued before the end of this week. Applications for shares must be made before May 10.

Cabinet split over £1bn cuts

BY ROBIN PAULEY

AT LEAST £1bn is involved in a row between Mr Nigel Lawson, Chancellor of the Exchequer, and Mr Norman Fowler, Social Services Secretary, which caused Mr Fowler's proposed changes to the social security system to be hastily withdrawn from the Cabinet agenda.

Mr Lawson and Treasury officials have been smarting for some time over their defeat in the Cabinet committee chaired by Mrs Margaret Thatcher, to consider the social security reviews. The Treasury wanted cuts from the £40bn social security budget of between £2bn and £4bn. Mr Fowler succeeded in offering only £1bn.

Last week Treasury officials worked out that the planned total abolition of the State Earnings Related Pension Scheme (Serps)

would result in an expansion of private pension arrangements as a further £1bn moved into private pensions. This would push up public borrowing by at least £1bn according to Treasury calculations because of the tax allowances and reliefs available for private pension schemes.

This £1bn effectively turns the £1bn cut the Treasury thought it was getting into a net zero.

The Treasury is not proposing the retention of Serps but is arguing for much bigger cuts from other programmes.

The Treasury and the Department of Health and Social Security (DHSS) are blaming each other for failing to provide the full and proper arithmetic on the tax revenue effects of Serps. The DHSS insists

such matters are Treasury responsibility; the Treasury counters that the DHSS was responsible for costing its proposals and changes.

Mr Fowler is now preparing further detail for the Cabinet this Thursday or next week but it seems unlikely that the Treasury will be able to force any major changes to Mr Fowler's present paper. Serps, which in its present infancy costs only about £10m a year, will be abolished as planned in 1987-88. Existing pension rights under Serps will be safeguarded.

One possible compromise would be to phase Serps out over a number of years but there is little support for such a move.

Fears of outraged opposition, especially from backbench MPs, means the social security changes

planned will be far from radical in spite of 13 months of work by four separate review committees.

Child benefit, which at different stages has faced abolition, means-testing and taxation, will remain exactly as it is - a universal benefit for 12m children at a cost of £4.6bn a year. It will not be divided into a two-tier system, and it will not be increased by the full inflation index this year. The saving from not fully indexing it will be used towards the cost of a new Family Credit to be paid for children in families poor enough to be getting supplementary and housing benefit.

This Family Credit will work like a tax credit and is the one point in the entire exercise which represents the beginnings of integration of the tax and benefit system.

Joseph accuses teachers of futile action

BY OUR LABOUR STAFF

SIR KEITH Joseph, Education Secretary, yesterday went on the offensive in the teachers' pay dispute ahead of Thursday's county council elections. He accused teachers of taking futile industrial action and shedding "crocodile tears" for their pupils.

"It is mad of the teachers not even to discuss what is being offered," he said. "I think the teachers are acting meekly. They seem to be

maximising the damage to the children at minimum cost to themselves. That is scarcely professional."

Sir Keith was roundly attacked by union leaders, whose intensified strike campaign will this week hit up to 1m pupils. Unions are seeking 12.4 per cent pay rises, and have been offered 4 per cent plus arbitration.

He repeated that reform of teach-

ers' contracts was the only way to make more money available. "They cannot claim it is my fault that they have left it too late for this year. If something isn't discussed soon, it will be too late for next year."

The biggest union, the National Union of Teachers (NUT) will call strikes in 40 local education authority areas from tomorrow. A minimum of 638 schools and about 8,430 teachers would take part in half to

three-day strikes. Some schools, notably in the London borough of Brent, will be hit by a three-day strike for the second week running.

The National Association of Schoolmasters Union of Women Teachers (NAS/UTW) will continue its campaign of lightning strikes. In Scotland, the Educational Institute will target primary schools in its separate campaign for an independent review of pay.

Adverts trigger row in TGWU ballot

BY OUR LABOUR STAFF

THE NEW leadership ballot in the Transport and General Workers Union has got off to an acrimonious start with a row between Mr George Wright, one of the two candidates, and Mr Moss Evans, the retiring general secretary, over the conduct of the poll.

A re-run of last year's poll to find a successor to Mr Evans was ordered by the union last week after allegations of malpractice in that ballot, which was won by Mr Ron Todd, a left winger.

Mr Wright's supporters say they will refuse to let their campaign be hampered by Mr Evans's attempt to impose guidelines which, they say, would favour the rival candidate, Mr Todd. They believe Mr Evans is going beyond his powers under the union's rules. The immediate conflict is over national newspaper advertisements which will be published shortly to publicise the new ballot.

These will contain the text of the letter from Mr Todd which called for the fresh poll, but not that of a similar letter from Mr Wright. They may also list Mr Wright's dossier of 28 alleged irregularities in last year's poll, dismissing most of them as insubstantial.

Mr Wright said: "I think printing allegations is very dangerous. I've asked Mr Evans also to print my letter calling for a re-ballot; otherwise the advert will not be bal-

anced. There must be balance and fairness."

The Wright camp may complain to editors if it considers the adverts unfair. It may also complain to the Advertising Standards Authority, after a formal protest to Mr Evans, after a formal protest to Mr Evans, after a formal protest to Mr Evans.

Mr Wright's supporters are particularly angered by a weekend statement by Mr Evans that the two candidates should not criticise union policy, and "concentrate more on their qualifications rather than on the sort of unpopular decisions which had to be taken."

They argue that this would unfairly penalise their man, who has portrayed himself as the candidate for strong leadership and change. They say Mr Evans has no powers to impose such restrictions on the two men, who are standing in their capacity as members of the union.

Mr Evans's remarks are part of an effort to protect the union against allegations of vote-rigging. Biased reporting or allegations of misconduct will be countered by TGWU advertisements in the press, and Mr Evans has asked print unions to ensure that the election is reported fairly.

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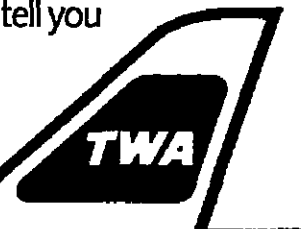
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UK NEWS

British Gas set to reopen row over supply deal

BY DOMINIC LAWSON

THE CONFLICT between the Government and the British Gas Corporation over the prospects for further UK North Sea gas developments will be rekindled this week.

Tomorrow the Department of Energy is expected to publish its annual review of UK oil and gas prospects and developments, known as the "Brown Book". This is likely to show the nature of the recent gas discoveries, which the Government used as the main argument for its veto of British Gas's cherished plan to import \$30bn of gas from Norway's Sleipner gas field.

Also tomorrow, Sir Denis Rooke, the chairman of British Gas, is to appear before the House of Commons Energy Select Committee, as part of its long running enquiry into UK gas depletion policy. Sir Denis, who has hitherto kept a public silence on the veto, is likely to tell Members of Parliament that the deal was crucial to the security of UK gas supplies in the next decade, and that British Gas still has grave doubts that the UK will be self sufficient in gas in that period.

The Government, in rejecting the Sleipner deal said that 8.2 trillion (million million) cubic feet of gas was discovered offshore the UK last year. But the Brown Book is not necessarily expected to show an actual increase in the total of proven probable and possible reserves, but a more favourable realignment between the three classes of reserves.

British Gas' argument with Government is not so much about the sale of possible gas reserves but about the speed with which such gas could be actually produced.

It had been hoped that this year's Brown Book would for the first time give a separate, detailed, and scientific assessment about the prospects for onshore oil discoveries in the UK. The greatly increased rate of oil company drilling onshore has given the Department of Energy sufficient information to make its first public projections of onshore oil prospects. But it is believed that the review of onshore prospects will not now appear until next year's Brown Book.

The Brown Book will also illustrate the success of the campaign by Mr Alick Buchanan-Smith, the Energy Minister, to involve UK companies more in North Sea contracts. The Brown Book will show that the share of British industry in the highly competitive North Sea drilling market has risen by 60 per cent over the past year.

The figures will show that last year the UK won £231m of the £385m orders placed by companies drilling exploration and appraisal wells in the North Sea. In 1983 the UK won only £152m out of contracts worth a total of £462m.



Sir Denis Rooke

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New boost for launch of TV in parliament

By John Hunt

THE CHANCES of both houses of parliament being televised on a permanent basis have been improved by the disclosure that Mrs Margaret Thatcher, the Prime Minister, has dropped her long-standing opposition to the introduction of the cameras.

She feels that proceedings of the Commons should be televised on big occasions and also favours it for Prime Minister's question time which is held twice weekly.

One reason for her change of mind is the argument being put forward by Lord Whitelaw, Government Leader in the House of Lords, that TV would improve the behaviour of some of the wilder MPs.

It is believed that it might put a stop to the scenes that occurred last week when Labour left-wingers prevented Dr David Owen, SDP leader, taking his normal seat.

The die-hard opponents of TV will, however, not be convinced. They believe the cameras would only encourage such behaviour.

There could still be a long way to go before such opposition is overcome. A suggestion that the Lords might continue with their TV experiment after the summer recess, when the original six months is up, has angered some peers.

If it is to continue on an ad hoc basis while the Lords Broadcasting Committee reports on the six months experiment then a resolution would have to be approved by the Lords. The opponents claim this would meet stiffer opposition than expected and that, contrary to the widely accepted view, many peers who originally favoured TV have now changed their minds as a result of experience.

Unions fear Elkem's talks may lead to steel plant closure

BY NICK GARNETT, NORTHERN CORRESPONDENT

ELKEM, the Norwegian metals group, has been holding discussions with British steel producers on the prospects for further rationalisation and mergers within the steel industry.

Union representatives at Manchester Steel, Elkem's British subsidiary, called a mass meeting of the company's 650-strong workforce yesterday to express anxiety about the company's future.

Mr Eddie Lynch, national organiser for the Amalgamated Society of Wire Drawers and Kindred Workers, said after the meeting that he believed Allied Steel and Wire, jointly owned by the British Steel Corporation and GKN, have made cash proposals to the Oslo-based group involving the closure of Manchester Steel's plants in Manchester and Blisdon, Merseyside.

This has not been confirmed nor is it yet known what progress has been made in negotiations between Elkem and other steel producers. Manchester Steel's British management is unaware of any proposal to close all or part of its operation and discussions might have centred on shutting capacity other than that of Manchester Steel's.

Elkem has been rationalising some of its operations in Norway and recently announced its merger with the Norwegian state-owned steel producer Norsk Jernverket. That merger takes effect within the next two months.

The private steelmaker, Sheer-

ness Steel, together with Allied and Teesside Rolling Mills - the latter like Allied half owned by BSC - put together a £16m package at the end of 1982 in an attempt to entice Elkem to shut its British operations and relieve the industry's over-capacity.

Elkem eventually decided to keep Manchester Steel operating after the commitment from its British management and unions to cut yearly production capacity from 500,000 to 300,000 tonnes, reduce the workforce by 170 and reduce costs by £2.5m.

Under Mr Ken Knaggs, Manchester Steel's managing director, that cost-saving programme was successfully completed. The company has a good productivity record but has been adversely affected by a dramatic rise in the price of scrap, its principal feedstock. Recently scrap prices have appeared to stabilise.

The mass meeting yesterday in east Manchester whose basic heavy industries suffered a huge contraction over the past decade, decided to set up an action committee to oppose any closure decision.

Shop stewards and Mr Bob Litherland, the local Labour MP, have sent a telex to Mr Kasper Klelland, Elkem's president, seeking clarification of the group's intentions. The unions are also seeking a meeting with Mr Knaggs today.

Mr Vincent Mulvaney, electricians' union (EEPTU) convenor at the Manchester site, said the unions had to remain optimistic that the company would remain in business.

Food processors 'dropping behind overseas competitors'

BY CHRISTOPHER PARKES

THE BRITISH food processing industry is falling behind its main competitors in France and West Germany and action is needed urgently if it is to make up the lost ground.

A report just published in London says that while the UK has the necessary scientific know-how, this and other basic strengths need to be better applied.

The Technical Change Centre, reporting after an 18-month investigation, says the industry is also held back by the lack of reliable food processing equipment.

Most urgently, however, the report recommends four main actions to bring the British business up to par with Europe:

● Redistribution of scientists and engineers between research, development, production, financial and

marketing departments. This should help to increase the range of research and development (R&D) projects and increase "the desire and ability" of production and marketing staff to use the fruits of R&D for innovation.

● Improvement of management performance in production planning and control, in integrating production and marketing and in creating efficient work patterns.

● Increased emphasis on recruitment and training to raise average mental and manual skills in the industry.

● Greater investment in new technology.

Most of the senior food industry executives interviewed for the study criticised the performance of British food processing equipment.

"With the exception of two companies, the performance of the British suppliers was said to be markedly inferior to that of foreign competitors, particularly in packaging equipment," the report says.

The UK industry is also hampered by relatively low capital expenditure and concerns that attempts at innovation may be frustrated - as has happened in the past - by European Community rules or even consumer resistance.

The report points out that until recently British R&D expenditure as a percentage of value added in production was substantially higher than in France and Germany.

The UK Food Processing Industry Opportunities for Change. The Technical Change Centre, 114 Cromwell Road, London SW7 4ES. £10.

Britain loses labelling plea

BY DAVID CHURCHILL AND RAYMOND HUGHES

CONSUMER groups have given a mixed reaction to the European Court's ruling that Britain must stop forcing traders to give country of origin information on labels.

Under British legislation certain goods such as shoes, clothing and cutlery have to have their country of origin identified on labels. The European Court has ruled that this prevented free trade within the EEC.

Both the National Consumer Council and the Consumers' Association yesterday made clear that the court's ruling was not a blow to consumer protection in the UK.

"We feel that country of origin marking does not really tell the consumer anything," the Consumers' Association said. "Consumers want a lot more detailed information about other issues on labels rather than country of origin."

The National Consumer Council agreed, adding that it would be concerned if the ruling prevented manufacturers from putting origin information on labels. "The court ruling does not appear to stop manufacturers putting this information voluntarily," a spokesman said.

The case had been brought before the Luxembourg Court by the European Commission, which argued that the Trade Descriptions Origin Marking (Miscellaneous Goods) Order, which came into force in January 1982, was contrary to Article 30 of the EEC treaty, which provides for the free flow of goods within the Community.

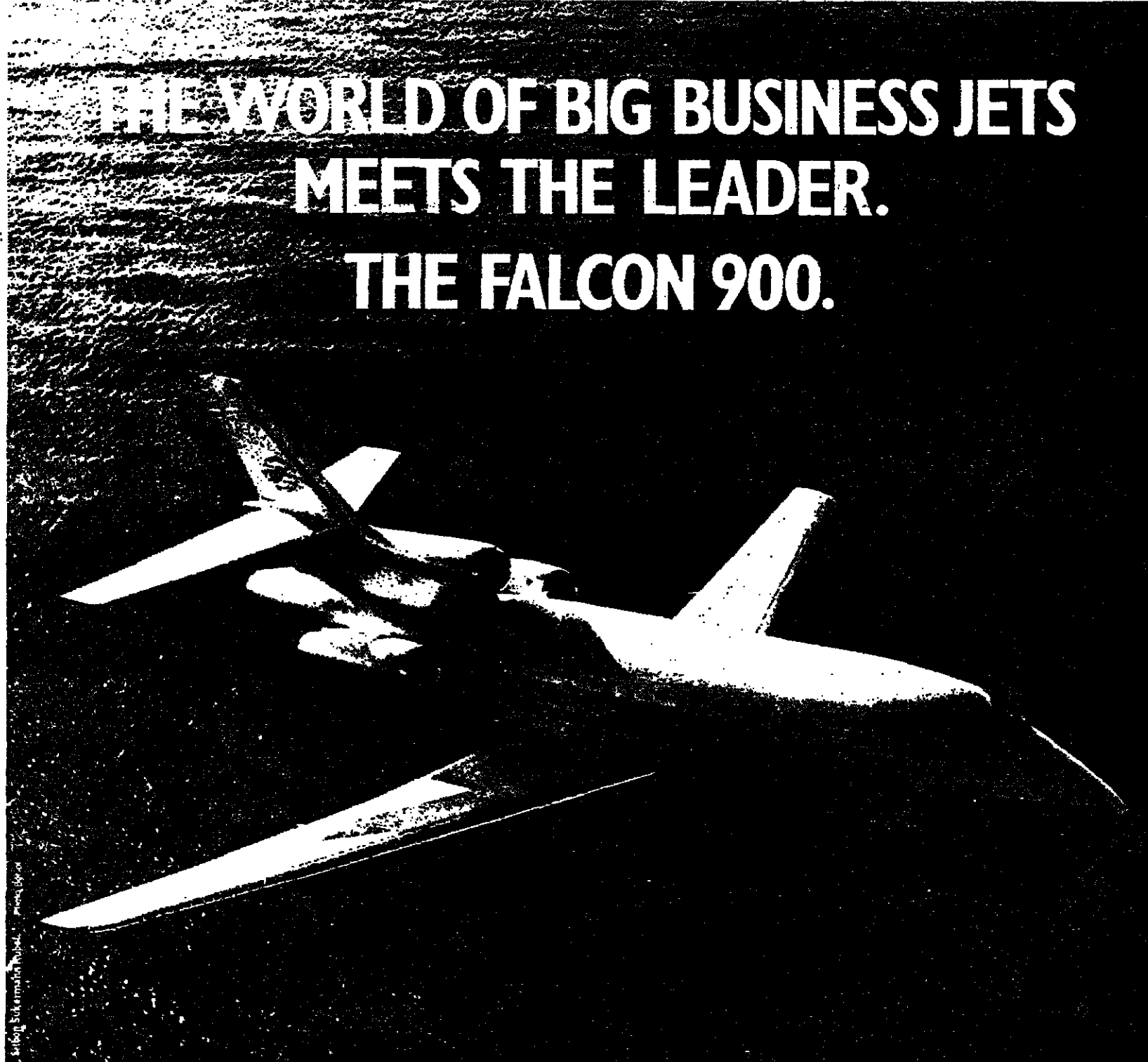
The Commission claimed that the Order, requiring origin marking of four categories of goods, clothing and textiles, domestic electrical appliances, footwear and cutlery would encourage retailers to choose

to sell only goods that were already origin marked.

Manufacturers would therefore feel obliged to mark their products, which would increase the production costs of imported articles and make them more expensive.

The UK argued that the Order applied to imported and national goods alike and that its effect on trade between EEC states was uncertain, if not non-existent.

It also argued that the order satisfied the requirements of consumer protection. UK consumers associated the quality of certain goods with the country in which they were made. For example, they liked to know whether leather shoes had been made in Italy, woollen knits in the UK, fashionwear in France and domestic electrical appliances in Germany.



A Falcon 900 demonstration flight, January 15, 1985.

The Falcon 900 demonstrates leadership qualities in every important respect. First, it offers an extraordinary level of passenger comfort. All passengers who flew in it are unanimous to praise the quietness and comfort amenities of a very large cabin (2.34 m wide over 10 m long and 1.87 m headroom).

The Falcon 900 is a Leader in performance, too. With an effective range of 7,000 km (carrying 8 passengers and NBAA IFR reserves), it can easily fly from Paris to New York, from London to Abu Dhabi, from Tokyo to Jakarta. And the Falcon 900 can climb directly to 39,000 ft which puts it above international commercial air traffic. The Falcon 900 can cruise at up to Mach .85 (904 km/h) and has been flown at 94% of the speed of sound in test flights.

The Falcon 900 is also the Leader in efficiency. For long range operation, take-off weight is 20 tons, 10 tons less than its closest competitor under the same conditions and with the same

payload. Thanks to its latest-generation Garrett engines, its excellent aerodynamics and lighter weight, the Falcon 900's fuel consumption is record-breakingly low: some 1/3 less than the above competitor, whose engine consumes almost as much fuel when idling on the runway as that of the Falcon 900 when cruising at Mach .80.

These figures highlight the sophisticated aerodynamic design of the Falcon 900, utilizing Dassault computer technology developed for the famous Mirage fighters - an experience that's unique among producers of business jets.

The Falcon 900 also scores first for safety. In the unlikely event that one engine should fail, the remaining two can easily supply the requisite thrust and maintain operation of the aircraft's critical systems. This level of security obviously cannot be matched by twin-jet aircraft, either now or in the future, whatever the developments in international regulations.

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Last of the clicking telephone exchanges

By Jason Crisp

THE POST Office installed Britain's first automatic telephone exchange at Epsom, Surrey in 1912. It was built in Liverpool using the latest U.S. technology - the Strowger step-by-step exchange.

Last week, some 73 years later, Plessey delivered its last Strowger exchange to British Telecom marking the end of an era of electromechanical telecommunications. The clicking and clacking Strowger exchanges are still widely used throughout the British telephone network and will be for some years.

The basic design was developed by Mr Almon Strowger, a Kansas undertaker. He did it to thwart his main rival whose wife was an operator on the local telephone exchange and who was diverting Mr Strowger's calls and business to her husband.

Strowger exchanges have been much refined over the years. But they are still expensive to make and maintain, they occupy a lot of space and need careful adjustment. Today's electronic exchanges - such as System X - occupies a fraction of the space and is thousands of times more reliable.

The jerky and twisting movements of the Strowger exchanges making connections are fascinating to watch. When films or television show a telephone exchange it is nearly always Strowger. The modern exchange looks, and is, like a computer with all the action taking place in the depths of a microchip.

At one time companies like Plessey and GEC Telecommunications employed tens of thousands of people making Strowger equipment. Employment at Edge Lane has been cut dramatically as orders for Strowger have fallen and the company switches to the largely automated production of digital, electronic exchanges full of printed circuit boards.

Plessey says it has made over 300,000 racks of Strowger equipment since 1912. The Edge Lane factory, once one of the largest employers in Liverpool, made exchanges which were shipped to 80 overseas administrations - a reminder that Britain once held 25 per cent of the world market for telecommunications equipment.

Heathrow car hire battle intensifies

BY ARTHUR SANDLES

THE CAR rental war at Europe's most lucrative hire point - London's Heathrow Airport - intensifies this week, as Budget the U.S.-based franchise group, puts up its signs within the airport terminals and threatens a "new approach to delivery" more business across the board.

The Budget arrival has not been without a degree of bitterness. The U.S. group replaces the only UK-based major, Swan National, which was ousted by Budget in contract applications from the British Airports Authority (BAA). Budget joins Hertz, Avis and the French-owned Godfrey Davis/Europcar.

Swan National, a subsidiary of the Trustee Savings Bank, is not taking the loss of a prime rental location lying down. The BAA has agreed to its cruising the airport with air-conditioned coaches which will whisk customers away to an off airport centre, turning them with free coffee and in-coach telephones.

Meanwhile, the authority itself is about to launch an extensive poster campaign, similar to that already running for its duty free shops, to urge more people to use the airport for car rental.

By midnight tomorrow, Swan National must close its operations within the Heathrow terminals and

over the following 24 hours Budget is likely to face an immediate demand for hundreds of cars. Budget's normal aggressive pricing and publicity stance is likely to be followed and accentuated.

"Because it is the single biggest car rental location in the country and attracts so many foreign visitors, the Heathrow market has been traditionally less competitive than markets elsewhere," said Mr Peter Crouch, Budget executive vice-president.

Budget points to Detroit where its arrival at the airport was followed by a 58 per cent rise in rentals and Miami where a 36 per cent rise was seen.

To deal with its displacement, Swan National has bought six luxury coaches which will serve as a link between the three present Heathrow terminals and the nearby Crest Hotel. Each terminal will be visited every five minutes.

Swan is saying that customers will be dealt with faster this way than they will be by the in-terminal companies. "We see the introduction of luxury coaches as the most efficient and most comfortable way of speeding our Heathrow customers through to their final destination," says Mr Tony Grimshaw, Swan National managing director.

Strong sales gain for Land Rover in quarter

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

LAND Rover, the four-wheel drive subsidiary of BL, claimed yesterday that its Western European sales were off to a flying start in the first quarter of 1985.

Sales of vehicles with the Land Rover badge in continental Europe were the highest since 1981 while registrations of Range Rovers were the best since the company started collecting the sales in 1980.

Land Rover sales advanced from 886 to 1,071, or 24 per cent, while those of Range Rover moved up from 1,509 to 1,802 or 6 per cent in the first quarter compared with the same months last year.

The company said that Range Rover sales have advanced steadily in continental Europe since 1981

when the four-door version was launched. In March the marque put up its best-ever monthly with 802 registrations (458 in March 1984).

Land Rover-badged vehicles sales have also benefited from the launch of new models - first the 110, while is now making headway in continental Europe, and more recently the 90, a short-wheelbase Land Rover.

Registrations in the UK have also improved substantially in the early part of this year compared with the same period of 1984. After 20 days of April, Land Rover sales were up by nearly 18 per cent, from 2,127 to 2,509, while those of Range Rover had improved by nearly 12 per cent from 1,049 to 1,172.

Japanese in UK study

By Richard Evans

MORE THAN 12 Japanese manufacturing companies are expected to visit the UK shortly after an investment-seeking trip to Japan by nine country councils and development agencies.

The UK organisations, which included the Scottish Development Agency, the Welsh Development Agency and the Northern Ireland Industrial Development Board, presented their case to more than 200 Japanese companies interested in the possibility of setting up in Britain.

Chemicals output up

BY TONY JACKSON

CHEMICALS output rose strongly in the third quarter of last year, with volume 4 per cent ahead of the second quarter. Provisional government figures indicate that there was no further growth in the fourth quarter, but that volume picked up again in the first two months of 1985.

In last year's third quarter, import volume fell by 3 per cent, largely because of the weakness of sterling. But in the first nine months overall, imports were 17 per cent higher by volume than in the same period in 1983. Exports rose over

the nine months by 8 per cent, with almost no growth in the third quarter.

All sectors of the industry improved output by comparison with third quarter 1983. The best performance came from fertilisers, where volume was up by 23 per cent. Inorganic chemicals produced a rise of 9 per cent, but organic chemicals were up by only 4 per cent, and plastics by 7 per cent.

In some cases, the latest output levels still fall short of the peaks recorded in 1979.

Business takes off with Falcon



Will this be the fate of our civil aviation industry?

In 1983, this country made a profit of £430 million from our aviation industry.

And last year, the tourists who were flown into Britain spent over £4.25 billion in our hotels, theatres, pubs and shops.

This business continues to grow at a rapid pace, bringing even more money into the country and providing more jobs.

So much so, that forecasts indicate that in future years London's airports will find themselves unable to cope.

The airlines would have to look to Holland, France and Germany to deposit

their passengers, their freight and their money.

The report of the Airports Inquiries 1981-1983 was recently published.

It concluded that the London airport system (of Heathrow, Gatwick, Luton and Stansted) can remain at the centre of the world's airline industry only if it expands.

The report forecast that by the next decade the demand can only be met by an increased capacity in the south-east, which means expanding Stansted Airport and building a fifth terminal at Heathrow.

Every effort should be made to develop the regional airports, but their expansion alone could not meet the future demands of the south-east.

Unless the above recommendations of the Inquiries are acted upon swiftly, the aviation industry will suffer.

Which will mean the country loses revenue and loses jobs.

We wish to see a civil aviation industry that has the freedom to grow to its full potential.

Not one that has had its wings clipped.

AIR UK - BRITISH AIRPORTS AUTHORITY - BRITISH AIRWAYS - BRITISH CALEDONIAN AIRWAYS - BRITISH MIDLAND AIRWAYS - DAN AIR

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November 1984

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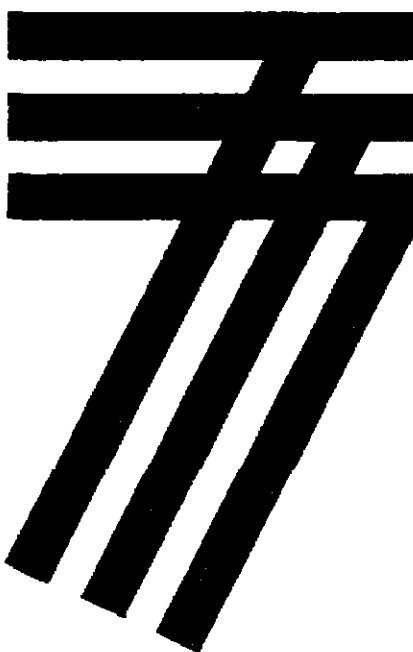
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Letters to the Editor

Pension fund managers

From the Managing Director,
Provident Mutual Managed
Pension Funds

Sir—I would like to offer some comments on your recent correspondence on currency hedging. Given the existence of performance league tables, the fact of life for pension fund managers is that we are judged inter alia by our position in these league tables. Typically

trustees are expecting us to produce above average (or even upper quartile) returns, although I hasten to add that the time frame for this assessment is probably in excess of two years. This is not unreasonable since pension fund trustees appoint one manager in preference to another in the hope that the one selected will produce the better performance. This merely reinforces what is fairly obvious. Investment managers make decisions with the objective of improving the return on the fund. This is what they are paid for.

Turning to the question of currency hedging, there may well be a long-term positive correlation between economic performance, currency values and indeed stockmarket prices, but the variations about any such long-term trend are large in size and extended in time. Furthermore the variations in currency value from trend are not necessarily coincident in direction and timing with the variations in stockmarket prices. The investment manager's job is surely to act on his judgement about overvaluation or undervaluation of the assets in which he invests. I see no reason why he should not take a different view as between the currency and the underlying equity stock or bond and act accordingly. For instance I see no distinction in principle between a decision to sell U.S. stocks and hold the cash realised in U.S. dollars and a decision to hedge part of a U.S. dollar portfolio.

I would also point out that it is incorrect to conclude that the use of forward currency sales to reduce the currency exposure implicit in an overseas portfolio is inevitably a short term decision taken for short term gain. Since forward premia or discounts reflect short term interest differentials, a five-year hedging operation based on three month forward currency sales rolled over throughout the period would give in principle the same result as a five-year back to back loan subject to three monthly interest rate reviews linked to LIBOR. The forward sale method is rather more flexible and probably cheaper.

Finally I would say that, as an investment manager who for good long term reasons hedged

part of the U.S. dollar exposure of his funds far too early I am kicking myself for not having taken a shorter term view!

C. E. Hughes,
25-31 Moorgate, EC2.

Currency hedging

From Mr A. Threadgold

Sir—I read with interest Mr Jack's letter April 19 commenting on Mr Freeby's letter and the earlier article by Eric Short dealing with dollar hedging by UK pension funds.

The attitude of pension funds to risk is critical in determining their approach to hedging currency risks. A major rationale for pension funds diversifying their asset portfolio overseas is risk minimisation. By holdings assets in a number of overseas markets, where the historical and expected correlation between sterling returns in these markets and UK returns is relatively low, and on the basis of expectations of sterling returns on average not necessarily higher than in the UK, the expected variability of returns about a given mean return will be less for an internationally diversified portfolio than for

More letters on Page 19

one limited to UK instruments. This diversification strategy is, however, predicated amongst other things, upon some estimate of the variability (in sterling terms) of returns from various overseas markets. Should the estimate of expected variability be revised upward substantially as the result of, say, greater uncertainty about the U.S. dollar, the optimum portfolio distribution would contain a lower proportion of U.S. assets. One logical solution would be to sell a proportion of the U.S. assets, but this may be impractical if the sums involved are large, or undesirable if the period of increased uncertainty is likely to be finite, so that at some stage in the future U.S. investments might be built up again. It is cheaper, therefore, to reduce the risks of the portfolio (to reduce the expected variability) by hedging, that is, acquiring a dollar liability to match a part of the dollar assets. This can be done in a number of ways, by borrowing dollars for a fraction of the dollar assets to reinvest in sterling, by a forward currency contract again for some fraction of the dollar assets, or alternatively, by buying (sterling call) currency options.

It needs to be emphasised that on these grounds the hedge would be partial, in order to reduce uncertainty or expected variability only to that level which was acceptable when the international diversification strategy was first implemented. In addition, it is uncertainty about the dollar which is relevant: investment managers do not have to believe that they are better at predicting the dollar/sterling rate than the market (as represented by the forward rate) to justify hedging. Rather, the uncertainty about future sterling returns for U.S. investments became unacceptably high, and investment managers sought to reduce the risks by acquiring some dollar liabilities to partially match their dollar assets. This is a classical hedging strategy. Mr Jack is thus wrong to call this currency speculation. The objective of some pension funds in hedging the dollar during the last year has clearly been risk reduction—a more certain fund performance—rather than necessarily an improved performance.

A. R. Threadgold,
PostTel Investment Management,
48, King William Street, EC4.

An irrelevant operation

From the Secretary,
Superannuation Arrangements
of the University of London

Sir—I read with interest the letter (April 19) from Keith Jacks commenting on Norman Freeby's earlier letter about hedging and UK fund performance as revealed in the Cubie Wood report.

While it is quite possible that both Jacks and Mr Freeby have managed to reach a level of mutual incomprehension, I think it would be valuable to make two specific points from a fund manager's rather than an adviser's point of view.

We certainly accept Mr Jack's view that we are in overseas markets because of the long term strengths of these markets, and to that extent hedging is an irrelevant operation. We also recognise however, that there will be short term changes in our portfolio stance, and we regard currency hedging as essentially an insurance policy on the short term flow of funds. Given the facility to roll hedges over, and increasingly the use of more sophisticated paper instruments, I would not accept that this form of insurance policy is totally inappropriate.

The second point is the very short term nature of the measurements by (not only) Cubie Wood. In making a comment which refers to a single year's experience, they ought, I submit, to include some kind of health warning to the effect that paying attention to short term problems can seriously damage your finances. Mr Jacks indeed makes this point in his letter, and in my experience it is insufficiently emphasised in the published reports which sometimes influence trustees, to an excessive degree.

N. A. Ryan,
4 Gower Street, WC1.

CONTRACTS

North Sea awards total £13m

Four contracts worth a total of about £13m have been awarded for the conceptual design of the Shell-Esso Gannet project fields in the central North Sea. They are: For the topsides design of the Gannet central platform. The contractor is a joint venture between WIMPEY OFFSHORE ENGINEERS AND CONSTRUCTORS, and Bechtel GB, a subsidiary of an American company. For the topsides designs of the satellite platforms. The contractor is WORLEY ENGINEERING. The central platform's substructure design goes to JOHN BROWN OFFSHORE STRUCTURES. The satellite platforms' substructure designs goes to ATKINS OIL AND GAS.

A contract worth £12m for a 400 kV overhead transmission line linking Torness and Eccles, Scotland, has been awarded to HAWKER SIDDELEY POWER ENGINEERING by the South of Scotland Electricity Board. The contract includes dismantling 25 miles of existing 132 kV overhead line between Dundar and Eccles. Equipment included comprise: tower steelwork supplied by Painter Brothers and Stoddingtonshire Fabricators. Insulators and fittings from Doulton Insulators and aluminium alloy conductors supplied by Aluminium Wire and Cable Co. An associate Hawker Siddeley Group company. Construction starts this month with completion scheduled for September 1986.

BRENGREEN (HOLDINGS) subsidiary Wastedrive has been awarded a contract by the Royal County of Berkshire. The contract, which will be worth around £10m and which will run for a period of ten years, requires Wastedrive to operate three household waste sites, to build and operate a refuse transfer station and to provide transport for the disposal of about 100,000 tonnes of waste per annum.

A £9.7m contract for the Statesman and Ambassador push button telephones has been awarded to TMC by British Telecom. TMC has a further contract to provide 1700 KTI multi frequency telephones for the Palace of Westminster as part of a re-equipping programme. TMC is the UK telecommunications business of Philips.

An upgrading scheme for the Beypazari Lignite mine in Middle Anatolia, Turkey, has resulted in a contract worth £4m for the supply of electrical equipment, being awarded to a consortium of several UK companies headed

by BRUSH TRANSFORMERS, a Hawker Siddeley company. The client is Turkish Coal Enterprises (TKI). Brush Transformers will be supplying 28 flameproof transformers rated at 500 kVA and 65 flameproof 6.3 kV SF6 switchgear units, while Crompton Parkinson Cables, another Hawker Siddeley company, will be supplying more than 120 km of cabling. Other sub-contractors include: Baldwin and Francis, John Davis and Son (Derby), and Bechtel (GB). The project is part of a joint EEC-ODA programme of special aid to Turkey.

A joint venture of BALFOUR BEATTY CONSTRUCTION INTERNATIONAL and DAVY McKEE (LONDON) has signed a contract with the Development Company of the Hainan administrative region of the Peoples Republic of China. The contract is for the study and preparation of a master plan for the development of the Yang Fu industrial zone and is scheduled to cost more than £2m. It is due for completion within one year and covers the development of a gas based industrial complex and the construction of a major commercial infrastructure covering major harbour works, power supply and other services for a city of 200,000 inhabitants. Covell Matthews International Partnership and F. C. Foreman and Partners have been retained by the joint venture to assist in the town planning and services aspect of the study. Balfour Beatty is a member of the BICC Group.

REDIFFUSION SIMULATION, Crawley, has a contract worth about £2m to provide a Boeing 747 Jumbo jet flight simulator to Air France. The simulator, to be installed at Air France's flight training centre in Paris in late 1986, will incorporate Rediffusion's latest technology in all aspects of flight simulation.

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The distinctive numbers of the Bonds drawn in the presence of a notary public are as follows:-

21	1628	4285	7478	9714	11392	12962	14517	16170	17481	18866	19637	20720	22222	23843
22	1691	4314	7489	9715	11414	12982	14546	16198	17507	18892	19663	20746	22248	23869
23	1728	4322	7490	9716	11508	13074	14638	16284	17593	18978	19749	20832	22334	23955
24	1730	4436	7576	10041	11549	13108	14678	16284	17593	18978	19749	20832	22334	23955
25	1732	4442	7584	10042	11553	13112	14682	16288	17597	18982	19753	20836	22338	23959
26	1734	4448	7592	10043	11557	13116	14686	16292	17601	18986	19757	20840	22342	23963
27	1736	4454	7600	10044	11561	13120	14690	16296	17605	18990	19761	20844	22346	23967
28	1738	4460	7608	10045	11565	13124	14694	16300	17609	18994	19765	20848	22350	23971
29	1740	4466	7616	10046	11569	13128	14698	16304	17613	18998	19769	20852	22354	23975
30	1742	4472	7624	10047	11573	13132	14702	16308	17617	19002	19773	20856	22358	23979
31	1744	4478	7632	10048	11577	13136	14706	16312	17621	19006	19777	20860	22362	23983
32	1746	4484	7640	10049	11581	13140	14710	16316	17625	19010	19781	20864	22366	23987
33	1748	4490	7648	10050	11585	13144	14714	16320	17629	19014	19785	20868	22370	23991
34	1750	4496	7656	10051	11589	13148	14718	16324	17633	19018	19789	20872	22374	23995
35	1752	4502	7664	10052	11593	13152	14722	16328	17637	19022	19793	20876	22378	23999
36	1754	4508	7672	10053	11597	13156	14726	16332	17641	19026	19797	20880	22382	24003
37	1756	4514	7680	10054	11601	13160	14730	16336	17645	19030	19801	20884	22386	24007
38	1758	4520	7688	10055	11605	13164	14734	16340	17649	19034	19805	20888	22390	24011
39	1760	4526	7696	10056	11609	13168	14738	16344	17653	19038	19809	20892	22394	24015
40	1762	4532	7704	10057	11613	13172	14742	16348	17657	19042	19813	20896	22398	24019
41	1764	4538	7712	10058	11617	13176	14746	16352	17661	19046	19817	20900	22402	24023
42	1766	4544	7720	10059	11621	13180	14750	16356	17665	19050	19821	20904	22406	24027
43	1768	4550	7728	10060	11625	13184	14754	16360	17669	19054	19825	20908	22410	24031
44	1770	4556	7736	10061	11629	13188	14758	16364	17673	19058	19829	20912	22414	24035
45	1772	4562	7744	10062	11633	13192	14762	16368	17677	19062	19833	20916	22418	24039
46	1774	4568	7752	10063	11637	13196	14766	16372	17681	19066	19837	20920	22422	24043
47	1776	4574	7760	10064	11641	13200	14770	16376	17685	19070	19841	20924	22426	24047
48	1778	4580	7768	10065	11645	13204	14774	16380	17689	19074	19845	20928	22430	24051
49	1780	4586	7776	10066	11649	13208	14778	16384	17693	19078	19849	20932	22434	24055
50	1782	4592	7784	10067	11653	13212	14782	16388	17697	19082	19853	20936	22438	24059
51	1784	4598	7792	10068	11657	13216	14786	16392	17701	19086	19857	20940	22442	24063
52	1786	4604	7800	10069	11661	13220	14790	16396	17705	19090	19861	20944	22446	24067
53	1788	4610	7808	10070	11665	13224	14794	16400	17709	19094	19865	20948	22450	24071
54	1790	4616	7816	10071	11669	13228	14798	16404	17713	19098	19869	20952	22454	24075
55	1792	4622	7824	10072	11673	13232	14802	16408	17717	19102	19873	20956	22458	24079
56	1794	4628	7832	10073	11677	13236	14806	16412	17721	19106	19877	20960	22462	24083
57	1796	4634	7840	10074	11681	13240	14810	16416	17725	19110	19881	20964	22466	24087
58	1798	4640	7848	10075	11685	13244	14814	16420	17729	19114	19885	20968	22470	24091
59	1800	4646	7856	10076	11689	13248	14818	16424	17733	19118	19889	20972	22474	24095
60	1802	4652	7864	10077	11693	13252	14822	16428	17737	19122	19893	20976	22478	24099
61	1804	4658	7872	10078	11697	13256	14826	16432	17741	19126	19897	20980	22482	24103
62	1806	4664	7880	10079	11701	13260	14830	16436	17745	19130	19901	20984	22486	24107
63	1808	4670	7888	10080	11705	13264	14834	16440	17749	19134	19905	20988	22490	24111
64	1810	4676	7896	10081	11709	13268	14838	16444	17753	19138	19909	20992	22494	24115
65	1812	4682	7904	10082	11713	13272	14842	16448	17757	19142	19913	20996	22498	24119
66	1814	4688	7912	10083	11717	13276	14846	16452	17761	19146	19917	21000	22502	24123
67	1816	4694	7920	10084	11721	13280	14850	16456	17765	19150	19921	21004	22506	24127
68	1818	4700	7928	10085	11725	13284	14854	16460	17769	19154	19925	21008	22510	24131
69	1820	4706	7936	10086	11729	13288	14858	16464	17773	19158	19929	21012	22514	24135
70	1822	4712	7944	10087	11733	13292	14862	16468	17777	19162	19933	21016	22518	24139
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72	1826	4724	7960	10089	11741	13300	14870	16476	17785	19170	19941	21024	22526	24147
73	1828	4730	7968	10090	11745	13304	14874	16480	17789	19174	19945	21028	22530	24151
74	1830	4736	7976	10091	11749	13308	14878	16484	17793	19178	19949	21032	22534	24155
75	1832	4742	7984	10092	11753	13312	14882	16488	17797	19182	19953	21036	22538	24159
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77	1836	4754	8000	10094	11761	13320	14890	16496	17805	19190	19961	21044	22546	24167
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96	1874	4868	8152	10113	11837	13396	14966	16572	17881	19266	20037	21120	22622	24243
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98	1878	4880	8168	10115	11845	13404	14974	16580	17889	19274	20045	21128	22630	24251
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100	1882	4892	8184	10117	11853	13412	14982	16588	17897	19282	20053	21136	22638	24259

On the 1st June 1985 there will become due and payable upon each Bond drawn for redemption the principal amount thereof together with accrued interest to the said date at the office of—Irving Trust Company, One Wall Street, New York, NY 10

THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

"DEPARTMENT stores are a pretty stupid business," asserts Bob Thornton, chairman of the Debenhams department store group which in recent weeks has been the City's favourite tip for a takeover. "It's pretty obvious why they fail—they try to sell merchandise in space they should have shut down."

The share of the total retail cake taken by department stores in Britain has been in decline for many years. In the early 1980s they had a good 10 per cent; now they can claim only 4.5 per cent. But Thornton's lack of faith still seems surprising.

Debenhams is a special case, he maintains: "We have a future because we don't behave like a traditional department store."

Over the past two years Thornton has developed a new organisational structure at Debenhams which is effectively transforming the company from a centrally-controlled department store chain into a provider of prime retail space for rent in the High Street. Space is rented out to Debenhams' trading departments, which then have the responsibility to make the business work. It is a complete reversal of the trend in British retailing over the past decade, during which centralisation has been the name of the game as the financial strains involved have grown higher.

Under the new structure, Thornton has split the main trading departments into 10 separate companies which have total responsibility for hiring staff, buying merchandise, and selling it throughout the Debenhams chain. If these companies cannot sell enough merchandise at sufficiently high margins, they cannot pay the rent on the retailing space occupied. "Our people have to face up to the fact that unless a product earns its keep, we're not going to keep it just out of nostalgia," warns Thornton. "Before we brought in this structure, each department was clamouring for more space—now they want less."

Thornton, an ex-personal assistant to Lord Siff of Marks & Spencer, bubbles with enthusiasm about his new approach to retailing the City, however, takes a more sanguine view about his prospects for finally turning Debenhams into the profit spinner it should be; it has seen too many "false dawns" at Debenhams over the past decade to do anything other than adopt a "wait-and-see" attitude to the latest changes. Many City analysts are rather more impressed with Debenhams as a takeover candidate for either Phil Harris of Harris Queensway or Sir Terence Conran of Habitat/

Debenhams

Separate but together

David Churchill examines the unusual departmental structure of the UK stores chain

Mothercare. Debenhams' current share price certainly reflects bid speculation more than retail strength in the High Street.

Thornton, who joined Debenhams ten years ago, accepts some of the blame for taking so long to get a tighter grip on Debenhams' problems. "At a new broom I was in a position to sweep everything clean," he recalls. "Instead, rather painfully, and very, very slowly, we traded out the mess."

That "mess" meant that in 1974 the company was losing about £100,000 a week with borrowings of over £100m. Its latest financial results are due out next month and City expectations are for pre-tax profits around £42.5m. In its last full financial year (to January 28, 1984) total turnover was £747m and pre-tax profits £32.7m, up from £19.6m.

Thornton's initial strategy for Debenhams was to bring the department stores up to the standards expected of the late 1970s. A lack of investment in the previous decade had left many stores in a rather decrepit state: buildings with six floors and broken lifts, for example.

Moreover, Thornton was faced with a plethora of other problems—weak buying, poor stock control, too much selling space, and too much shoddy merchandise. Debenhams' customers were either too old or too down-market to offer the store much long term hope.

To be fair, Debenhams was not the only department store to be in rather a mess during the 1970s. To varying degrees, all its faults were mirrored in the other leading chains, but their true plight was masked by the rapid price inflation of the 1970s, which enabled department stores and other retailers to cover up low productivity with price increases.

At the same time, department stores fell prey to the growth of specialist multiple chains in all product sectors—from womenswear to electrical appliances. These could provide better merchandise more cheaply and efficiently.

The response of other department store chains was typified by the House of Fraser, the largest in the UK. Fraser embarked on a massive capital investment and store re-vamp-



Bob Thornton: getting his empire into better shape

ing programme.

Thornton, without the resources of the Fraser group (especially its Harrods flagship), and aware of the competition from the specialists, decided to embark on a different path—a route that has led directly to the latest organisational structure.

In the late 1970s and early 1980s Debenhams started actively seeking other companies to set up "shops within a shop" inside its stores. The logic was that if Debenhams could not develop the buying

space occupied and the basis for calculating them.

Another development in the late 1970s also paved the way for the current retail structure. This was Debenhams' success with its in-store credit card operation, which was eventually developed into a separate company called Welbeck Finance. It now provides credit card facilities to some 40 other retailers.

"The success of Welbeck made me think about whether we could duplicate this independence in other areas of our operation," explains Thornton.

So in 1983, Thornton identified key departments (initially 16 but now amalgamated into 10) in the stores and set up separate trading companies for each one, spanning all 68 stores. These are: leisure; china and glass; home textiles; footwear; leather and fashion accessories; women's wear; cosmetics; men's and children's wear; store operations; and in-store catering.

Each company has up to four directors, including a chairman who heads more than one company. The directors have total responsibility for running each company for buying, distribution, expenses, promotion, display, and every other aspect of merchandising, from training staff to allocating space.

The trading companies are obviously encouraged to use Debenhams' facilities—such as computer payroll—but only if the price is right. Responsibility for ensuring that merchandise ranges do not clash with Debenhams' overall style rests with a director, Helen Robinson, a former executive editor of Vogue magazine.

Concessions that used to be directly responsible to the Debenhams board are now included in each trading company and form part of its operation.

Budgets are set for each company after consultation between Thornton and the various boards. Rents are calculated on the type of space filled and the gross margins on the products sold. The better located and more profitable a department, the higher the rent.

Motivation for directors and staff in each company is provided by bonus schemes and, Thornton argues, by enhanced job satisfaction. "We had a lot of good people working here

who didn't know how to make an effective contribution," he says. "Now they are well aware of their responsibilities."

One casualty of this strategy has been do-it-yourself products. Black and Decker Workmatics, for example, could only be sold at a price which earned insufficient margins to pay the rent—so they went. Similarly, cans of white paint (the sort of thing you would normally expect to find in any department store) have been elbowed out because their selling price is too low to generate sufficient margins.

Even though Thornton is pleased with the operation of these trading companies, he still recognises that they were not the total answer. "We took the view that there were large areas of the business where we needed something more than just a concession and where we didn't have enough of the right type of expertise ourselves," he says.

So last year Debenhams set up joint companies with Harris Queensway to run the electrical, furniture and carpets departments within Debenhams stores. The venture has not been a happy one so far—losing £4.5m for Harris Queensway in the past year—but both Harris and Thornton maintain that the joint venture is now on the right lines.

But the problems have fuelled speculation that Phil Harris is considering a full-scale bid for the whole department store chain.

Thornton believes that many of the rumours about a possible takeover may have developed because of the new Debenhams management structure, which enables the nine individual trading companies to discuss with whoever they like the possibility of adding concessions or new ranges into Debenhams stores.

"Some of our people did have talks earlier this year with about half a dozen retailers, including John Mothercare, along these lines," admits Thornton, adding that some of the discussions may still be going on. "But that is a far cry from the merger talks we keep reading about."

Takeover speculation is nothing new for Thornton. It has been with him virtually from the day he took over 10 years ago. He insists it does not bother him. "It adds zest to my performance—it's the condiment on the job if you like."

Thornton has carried out sophisticated financial modelling on the possible scenarios of bid and counter-tactics that could be employed. He maintains that he will do "what is in the best interests of our shareholders" and for him that means developing the current retail approach.

Product strategy

Why a long-term view is needed

Before a bank or building society grants a mortgage it not only checks the customer's ability to repay, but sends a surveyor to inspect the structure of the building in question. So why doesn't the financial community always inspect a company's products, as well as its accounts, before giving it a loan?

The question is asked—frequently—by Merrick Taylor, managing director of a highly successful truck engineering and engineering design consultancy, Motor Panels (Coventry). He has yet to receive a satisfactory reply.

He certainly failed to do so last week at a seminar in London on design management in the motor industry. But he received plenty of support for his complaint, including from a government minister, John Butcher of the Department of Trade and Industry.

Too many British managers are over-concerned with short-term financial results, at the expense of longer-term product and market strategies, claimed Butcher, attributing part of the blame to the City. Nor did financiers give sufficient recognition to the value of intellectual capital when they assessed the creditworthiness of a company; they still paid overwhelming attention to physical assets.

Michael Kimberley, chief executive of Group Lotus, the sports car and design consultancy group, agreed that much more needed to be done to influence the British financial community to emulate its Japanese counterparts in taking a longer-term view.

Emphasising the vital role of design in international competitiveness, Butcher called on companies to give their executives as much training in design as they do in finance. In particular, they should be trained how to manage designers more effectively than at present.

"To a large extent, Britain's motor manufacturers are exemplars of what should be done," Butcher argued. All the UK car companies were now offering a full range of internationally competitive vehicles.



John Butcher: wants more training in design for managers

Underlining the minister's message, Austin Rover's design director, Royden Axe, said that his company's strategy now involved giving design a leading role. It had spent \$5m "re-creating" a design strength, in the form of a 130-strong design team and a central design facility which uses the latest computer technology.

Jaguar's chief stylist, Geoffrey Lawson, gave a similar picture of the upgrading of design, though he admitted the process was at an earlier stage in his company. Both he and Axe cast admiring eyes at the situation within Ford, where design has come to be widely accepted as of equal importance to engineering; at Jaguar, by contrast, the chief stylist still reports to the chief engineer.

The evening seminar, organised by the Society of Industrial Artists and Designers, was the first of four on design management in different industries. The others are: Textiles (April 30); Information Technology (May 7); Leisure (May 21). Tickets price £10 for each seminar from Ms Jillian Boden, SIAD, 12 Carlton House Terrace, London, SW1Y 5AE. (Tel 01-930 1911.)

Christopher Lorenz

NOTICE OF REDEMPTION

To the Holders of

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Guaranteed Floating Rate Notes due 1988 (U.S.\$30,000,000—dated as of 27th May, 1981)

NOTICE IS HEREBY GIVEN that, pursuant to Paragraph 5(b) of the above Notes, the undersigned has elected to and will redeem on May 31, 1985 all of the said Notes at a redemption price of 100 per cent. of their principal amount.

On or after May 31, 1985 said Notes will become due and payable in such currency of the United States of America as at the time of payment shall be legal tender for the payment of public and private debts. The Notes will be paid upon presentation and surrender thereof, with the November 1985 and subsequent coupons to maturity attached, at the option of the holder at any one of the specified offices of the following paying agents: the office of The Industrial Bank of Japan Trust Company in New York City; the offices of The Industrial Bank of Japan, Limited in Hong Kong, London and Singapore; the office of Industriebank von Japan (Deutschland) A.G. in Frankfurt am Main; the office of The Industrial Bank of Japan (Luxembourg) S.A. in Luxembourg; the main office of Kuwait Investment Company (S.A.K.) in Kuwait; the principal offices of Morgan Guaranty Trust Company of New York in Brussels and Paris and the main office of Swiss Bank Corporation in Basel.

Payments other than in New York City will be made by U.S. dollar cheque drawn on, or by transfer to a U.S. dollar account maintained by the payee with a bank in New York City.

Coupons due May 1985 should be detached and, on or after May 31, 1985, collected in the usual manner.

From and after May 31, 1985 interest on all said Notes will cease to accrue.

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Dated: April 29, 1985

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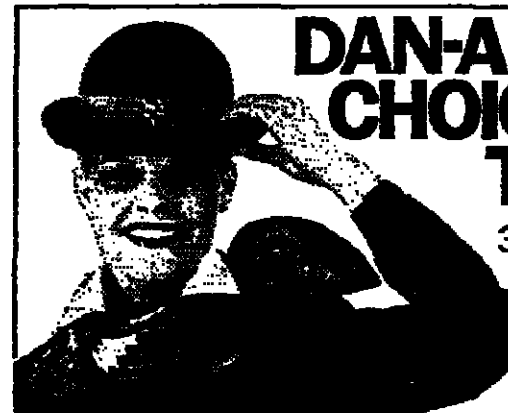
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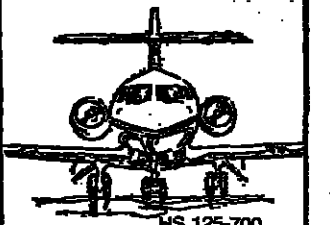
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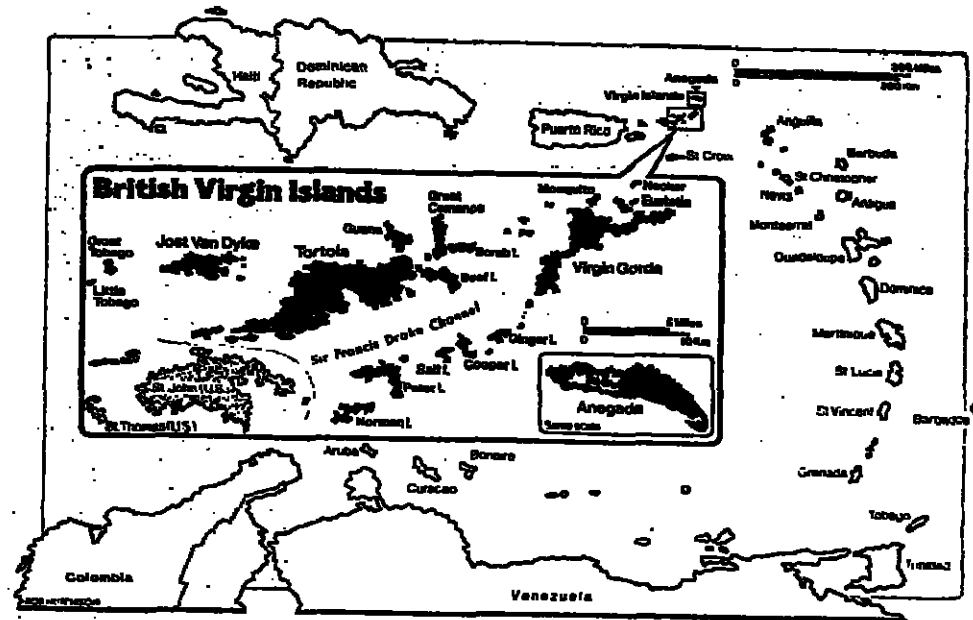
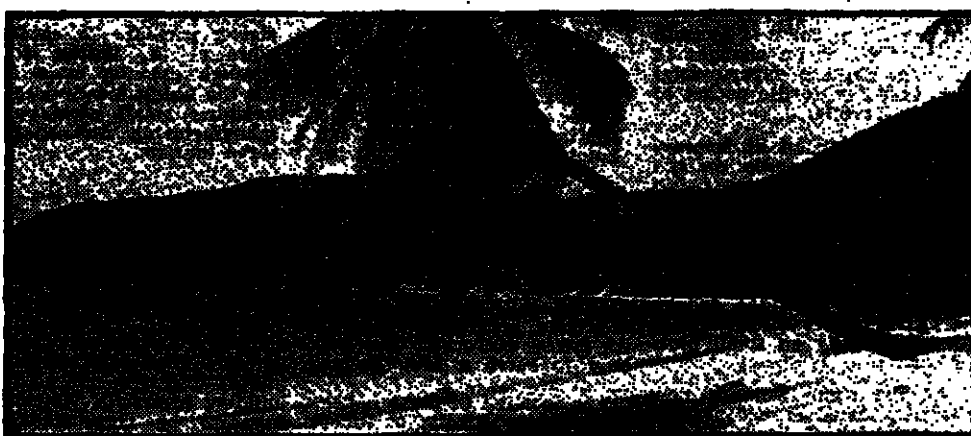
FINANCIAL TIMES SURVEY

Monday April 29 1985

British Virgin Islands

The development of a dollar economy with no foreign exchange regulations has provided an incentive for investors on both sides of the Atlantic. By Caribbean standards the islanders are relatively well off.

New tax laws attract investors



IN THIS SURVEY

Agriculture: a heavy dependence on food imports	2	Economy: concern over cuts in aid from Britain	3
Property: paradise dream homes	2	Tax haven: seeking new business	3
Run: old tradition repackaged for the U.S.	2	Tourism: upmarket hotels seek more visitors	4
Fishing: A problem of scale	2	Yachting: expanding holiday business	4

Territory with a colourful past

DISCOVERED by Christopher Columbus on the second of his epic voyages in 1492, the British Virgin Islands remained a Caribbean backwater for the next 200 years. Practically all the European maritime nations laid claims to the islands at one time or another, and the Spanish worked a copper mine in the region for a while. But the main activity in the 50 or so islands and outcrops which make up the archipelago was piracy—a legacy which lives on in local legend.

Norman Island, now on sale for \$6m, was once visited by Robert Louis Stevenson, and is said to have inspired *Treasure Island*.

The islands, only 28,000 acres in all, have three main land masses—Tortola, Virgin Gorda and Anegada. The development of a plantation economy began in the late 17th century, when colonists brought their slaves over from Anguilla to grow cotton,

splitting up Tortola into more than 100 separate estates. Sugar cane later took over from cotton, as the population grew to a peak of 10,500 in 1865, split between 5,200 blacks and 1,300 whites—figures which were not to be surpassed until the early 1980s.

The decline in population, which fell by 50 per cent over the latter part of the 19th century, was due to the collapse of the sugar plantations. White planters began to drift away from the estates after the emancipation of the slaves in 1838.

The end of this way of life came with the expansion of the sugar beet industry in Europe. For a hundred years to 1960 there were rarely more than 30 whites on the islands.

Recalling what it was like to live on Tortola in this era of semi-isolation, Mr J. R. O'Neal, a local businessman, says people lived mainly by subsistence farming and fish-

ing. This was supplemented by some food exports to the American Virgin Islands, and by cash earned on an annual sugar cane harvesting trip to Santo Domingo.

One of the biggest exports in the 1920s was charcoal—a trade which took off following American prohibition, because the charcoal could be used to conceal whisky shipments to the American islands. "If prohibition had not been stopped," says Mr O'Neal, "the islands would not have a tree left on them."

In the hey-day of the plantations the islands were allowed their own legislature, but this was later abolished as they were brought under the administration of the Leeward Islands.

It was not until 1956 that the colony of the Virgin Islands was established, leading to ministerial government 11 years later and, in 1976, the transfer of responsibility for finance from the governor to the chief minister.

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a low 5 per cent and the maximum payable is only 20 per cent. Corporate Tax is levied at the flat rate of 15 per cent but can be lower. There are:

- No Capital Gains Tax;
- No Estate Duty;
- No Dividend Withholding Tax;
- No Capital Transfer Tax;
- No Death Duties.

Personal Income Tax is payable on the ordinary income of a resident and in respect of income arising outside the Territory to a person not ordinarily resident or not domiciled in the British Virgin Islands, only on the amount received in the Territory. True, there are no deductible allowances; but as well as the low tax rates and wide tax bands, there are no agonised arguments with the tax man about personal allowances. So, the administration and payment of personal tax is uncomplicated.

The British Virgin Islands is, therefore, a "low tax" and not a "no tax" administration; and, many would contend, the better for that.

- The British Virgin Islands Government—
- meets its bills
- pays its way
- contributes substantial sums to capital development from local resources
- has a minimal public debt
- has adequate reserves on its annual Operating Account
- has no foreign exchange controls
- has single-digit inflation—and uses the United States dollar as its official currency.

How many other similarly-placed countries are there about which all this can be said?

The basis of the economy is tourism and its supporting industries. The Government promotes selective tourism, consistent always with the overriding objective of involving local people in key management and ownership responsibilities. Sixty per cent of the industry is water-related—a natural for the most beautiful and tranquil sailing grounds of the world.

The Government attaches great importance to the role played by the financial community in the development of the Territory. There is a policy of dialogue between the Government and the private sector. Indeed, the British Virgin Islands is a clear example of "open government" because no major measure affecting the fortunes of the people is likely to be taken by the Legislature without wide prior public consultation; and weight is always given to the views expressed.

An example is the enactment in June 1984 of an entirely new International Business Companies law. In its final form, the Ordinance represented a singular example of what such consultation can achieve. There was no issue of importance on which there was disagreement between the Government and the members of the financial community in the Territory and those with whom they do business outside; and there was such a measure of agreement by the Government and the Opposition benches in the Legislative Council that a major innovative ordinance of some technical complexity and 119 sections was enacted unanimously by the House.

The Government's policy is to ensure proper standards of bank licensing and that the good name of the Territory is maintained in this respect. Full banking activities are only permitted by branches or subsidiaries of banks of international repute and standing, or by those with such connections and credentials.



Within the next year, consultations will begin to simplify the Customs duties tariff structure; and there is expected to be legislation designed to offer better protection than now exists for local investors in insurance policies sold by companies or agents operating in the Territory.

The BVI, with per capita income of well over \$4,000, provides a quality of life that is second to none in the Eastern Caribbean. This risk-free country also boasts a very high international credit rating among countries of the Caribbean. The area is virtually crime-free and medical care is well provided with a good degree of specialisation. The public school system provides a good education up to high school level and produces persons for the labour force who are highly literate and very trainable.

I stated at the outset that our community is a sophisticated one. Thus the potential investor with a minimum expenditure of time and effort can obtain the most current and appropriate information for decision-making. Telecommunications facilities link the Territory with the outside world and telex, facsimile and data transmission services are among those offered. Also, the islands are pivotally-located in the Caribbean being just about 30 minutes away from Puerto Rico, a nodal point for air routes serving the Caribbean area.

So, if you would like a secure home for your money, administered by responsible people in a stable community and denominated in a major international trading currency, you may well have no better choice than the BRITISH VIRGIN ISLANDS.

The Chief Minister's Office
Tortola
British Virgin Islands

Cyril B. Romney



Message from
the Honourable
Cyril B. Romney
Chief Minister of
the British
Virgin Islands

The British Virgin Islands comprise an area of only 59 square miles but it displays a degree of sophistication not normally associated with so small a territory, an attribute much favoured nevertheless by our favourite clients, the visitor and the investor. The present Government was elected to office in November 1983 and in my first statement on fiscal policy I made the following statement:

"It will be the first and foremost policy objective of this Government to provide and sustain a stable political and economic climate for investment and partnership in the many co-operative business and commercial ventures which remain open to us. For this to take place, our aim must always be to ensure that the British Virgin Islands remains a country which is soundly led, sensitively administered and always responsive to new ideas which are compatible with the long term interests and aspirations of the indigenous population."

Some new ideas have already been introduced, others are still to come. A simplified form of pay-as-you-earn taxation for individual taxpayers is now in operation. Personal Tax begins at

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British Virgin Islands 2

Heavy dependence on food imports

UNTIL THE arrival of tourism, the British Virgin Islands were agriculturally self-sufficient. There are still many islanders, even quite young men, who remember the days when virtually everyone was involved in working either the land or the sea.

"In the 1920s and 1930s," says Mr J. R. O'Neal, the leading businessman on the islands, "we exported 1,500 head of cattle and 6,000 to 7,000 sheep, goats and pigs. Right into the 1950s we used to send cattle live on deck down to Guadeloupe and Martinique."

Under the pull of tourism, all this has changed very rapidly. The carefully-worked hillside terraces have virtually disappeared. Today imports provide the bulk of the food eaten on the islands.

There are, however, a number of islanders who would like to put the clock back, partly for sentimental reasons, but also because they believe that there are strong reasons to support an effort to resuscitate domestic food production.

One argument is that the islands' production should be used as a substitute for imports. Food brought in from overseas in 1981 is reckoned to have cost the BVI about \$8.3m, or about 17 per cent of total imports. The main shops on the island are stuffed with foreign produce, a great deal of it from the U.S., but much of it from the UK, packaged by the big multinational food groups.

"People have developed a taste for international food," says Mr Louis Walters, permanent secretary for natural resources.

Second is the notion of economic diversification. Islanders repeatedly refer to the fragility of the tourist-based activity, and muse over agriculture's ability to provide

another prop to the economy.

Mr Walters believes that one way to stimulate output will be to give a more assured supply of water to the farmers, mainly through the construction of small dams around the islands. But the Government is pinning its main hopes on changes at its own 170-acre experimental farm in a flat, fertile pocket of land on Tortola.

Originally aimed at improving the breeds seeds on the islands, the farm is now being turned over to the production of short-term cash crops with the aim of showing farmers what can be achieved. It will concentrate particularly on produce such as tomatoes, cucumbers and peppers which are easy to grow locally on small plots of land.

At the same time, a new abattoir, aimed at encouraging the expansion of livestock farming, is virtually complete, and consideration is being given to the development of a small dairy herd. At present, milk is brought in from the American Virginians.

The Government has also been using an element of the expansion of livestock farming, is virtually complete, and consideration is being given to the development of a small dairy herd. At present, milk is brought in from the American Virginians.

Within weeks, however, this move led to an egg shortage, producing higher prices and suggestions that enterprising suppliers were continuing to import eggs from Florida and passing them off as locally produced.

This attempt to shift away from U.S. suppliers, even a relatively simple process, demonstrates the cost problems associated with low and extremely variable demand on the islands.

Rum: repackaged for the U.S.

LIKE ANY other sugar-producing area in the West Indies, the British Virgin Islands have supported their own rum manufacturing at a number of small distilleries for the last 200 years.

But Pusser's Rum, the island's leading company today, owes very little to this native cottage industry. It is the brainchild of Mr Charles Tobias, a New York businessman who has brought together West Indian raw materials, British Navy tradition and the American market.

Mr Tobias succeeded where several other entrepreneurs had failed—in persuading the British Admiralty to part with its secret formula for British Navy rum. After almost 300 years of continuous issue, the daily rum allowance—the "tot"—was finally abandoned in 1970, mainly because it was thought to be too ineffectual in an age of high technology ships. The main target for Pusser's is the U.S., where the bottles are sold with elaborate explanations of the colourful history behind the blend. Even the name of the rum, an old navy corruption of Pusser's, after the officer traditionally charged with distributing the daily ration, is clearly designed with an eye to the U.S. market.

The British Virgin Islands came into this production scheme mainly by virtue of their location and the territory's political stability. Since the sources of the five different base rums which go into the

blend were in Guyana and Trinidad, the company decided on manufacturing in the BVI as a convenient halfway house between the production base and the market.

Pusser's is by no means big business as yet, and probably never will be. It employs about 20 people and aims very specifically for a small, up-market niche where it believes the Admiralty seal of approval will carry a special cachet.

Output currently runs to "well under" 100,000 cases a year, a minute volume compared with the mechanised production of Beaulieu, the main world rum producer, which has about 35 per cent of the world market of around 14m cases.

Even so, Pusser's sales are now about \$3m a year, according to Mr Tobias, and it has established a production network as elaborate as anything to be found in the developed world. Its raw materials come from Florida, its corks from Portugal, the plastic bulbs on top of the corks from California, and the labels come from Canada.

All these raw materials, including the Guyanese and Trinidadian rum, are brought together in a small factory behind a baseball pitch, where the rum is blended and dispatched worldwide. Mr David Curry, who runs the factory, says that about 40 per cent of the final value is added in the BVI operations.

Tax laws attract investors

CONTINUED FROM
PAGE 1

extent the meritocracy that is now emerging in supporting this aim.

"The BVI style of controlled, selective tourism remains the key to our economy," Mr Cyril Romney, the chief minister, said in his recent budget address. "The islanders' ability to work together without undue friction is also reinforced by the broad base of landholding in the territory. Despite the emergence of a few rich individuals benefiting from land sales or business acumen, wealth is not unduly concentrated, and many islanders own a few, potentially valuable, acres."

"We have a free enterprise system in which everyone participates," says Mr Ralph O'Neal, a prominent businessman and opposition politician. "And people are happy to change roles—to work in an hotel, to run a taxi or a bus, while owning land or a boat, or even a farm."

Practically, the structure of land-holding democracy can be partly attributed to the 100 years of neglect of the colony by the British between the

abolition of slavery in 1838 and World War II. In that period, there were rarely more than 30 white people on the islands. The indigenous inhabitants were left largely to their own devices, engaged in subsistence agriculture, and frequently untroubled even by the appointed Governor.

—Mr Norwell Harrigan, a former civil servant who has written several histories of the islands, says that in his youth the schools were given holidays for the annual visit of the Governor, who would arrive with his plumes flying to a salvo of Royal Navy gunfire.

The effect of this isolation was to shield the BVI from the destructive land speculation which swept through much of the rest of the Caribbean.

Even today, the islanders are reckoned to own 80 per cent of the land in the BVI, and foreigners have to be licensed to buy.

The social conservatism of the islands is equally reflected in the stable political environment. Following a famous march on Government House in 1948, the British Government has progressively handed over control of island affairs

Balance of trade 1966-81

	Exports	Imports	Balance of trade deficit
1966	4,172,300	156,975	4,015,325
1970	10,223,575	65,330	10,158,245
1975	13,722,450	497,195	13,225,255
1980	40,494,280	1,161,390	39,332,890
1981	49,809,445	2,000,165	47,809,280

THE MOST recent detailed trade figures, published in 1981, showed the country's heavy dependence on tourism. Imports amounted to \$49.8m, while exports generated only \$2m.

Of this, machinery accounted for 37.7 per cent of imports, food for 14.6 per cent, and fuels for 13.1 per cent.

One of the conflicts over the continuing development of the hotel industry is that under

the present structure of the economy, expansion simply adds to the deficit, with increasing earnings on tourism being spent on costly imported food to support the visitors.

Because of this, there is strong pressure to conserve more of the tourist dollar through growing more food for the hotels locally and developing small service and manufacturing industries to serve tourism.

Dream property

THERE ARE still a number of crude, ungraded roads on the island of Tortola that exist only to serve a few, isolated mansions.

The location of these houses, perched in lonely splendour amid untended woodlands, says a lot about the nature of the market. They are built for solitude, for the magnificent seascapes that present themselves around every corner of the rugged terrain — and with very little sensitivity to cost.

The most celebrated new investor, Mr Richard Branson, of Virgin Records and Virgin Atlantic fame, has just gone one better than a secluded kiosk in a corner of Tortola. He has bought Necker Island, a small outcrop off Virgin Gorda, whose beaches used to be shared only by a herd of goats.

For a sum estimated at between \$1m and \$2m, he has constructed an 11-room house, and has plans for a recording studio where the only sounds to distract the artists would be the winds off the Atlantic.

"To buy here is a romantic and emotional purchase," says Mr Pam Romney, an American-born estate agent in Road Town. "People come here for peace and quiet and the lack of development, not to make a speculative investment."

The islands have managed to give themselves this tag of exclusivity partly because the Government has kept a tight rein on the supply of land.

Land in accessible areas earmarked for development costs about \$15,000 an acre, while the same amount of beachfront territory would cost \$100,000.

And if foreigners buy a virgin plot, they are obliged to build within two years, under a provision designed to prevent

speculative warehousing of land. Heavy building costs add an additional premium to the potential investment: the islanders import virtually all of their building materials, which then have to be transported and knocked into shape on some pretty unlikely sites.

According to Mr Clive Sears, manager of the Smith Gore office in Tortola, construction costs amount to about \$80 per square foot on the island, or around double the price in the UK. A two-bedroom, two-bathroom house, very small by conventional American middle class standards, is consequently not easy to find under \$100,000, and in a desirable area may well cost more.

Add to all of this a high cash element in financing—local mortgages rarely run to more than 66 per cent—and it is clear why there is a thin market for houses dominated by Americans.

Finally, the politicians need to find an answer to the increasing problems caused by a large immigrant community.

Under the present rules, they can apply for citizenship and become "belongers" with voting rights after seven years, but there is growing local resentment of the pressures on schooling and social services brought by the immigrants.

Many immigrants feel equally strongly about the same limitations on public services, as well as the problems they sometimes have in gaining "belonger" status.

To some extent, these are typical problems of an economy which has gone through a period of rapid physical growth when jobs overrun the local labour pool.

Fishing setbacks

ON THE outskirts of Road Town, a trim, modern building nestles in isolated peace and quiet on a large plot. Inside, it is fully equipped for cleaning and deep freezing fish. The establishment has cost well over \$700,000 to build, financed by the Caribbean Development Bank, yet it is currently working at only around 25 per cent of capacity.

The fish terminal is an attempt to stimulate the native fishing industry into becoming a significant producer both for the domestic and overseas markets. It seems absurd that an island surrounded by fish of all kinds should import a vast proportion of what it consumes.

But like the similar attempts to re-invent agriculture, it has run into the problem of making small-scale, family-style production competitive with mass producers overseas.

To a large extent, the terminal was designed for the needs of the remote northern island of Anegada, where fishing has for many years been the only significant activity.

The introduction of new food inspection standards in the American islands made better preparation of the local catch an essential. It was hoped to encourage the Anegadians to bring their fish into Road Town,

where it would be processed, but instead, the Americans began flying special transporters up to the northern island and importing it directly.

The result is that the Government now has an expensive facility on its hands, with no hope of making it viable on the basis of the traditional on-shore fishing in the islands. Mr Louis Walters, permanent secretary for natural resources, says that efforts are being made to change direction and encourage deep-sea fishing.

These waters are currently being trawled by foreign vessels, mainly American and Japanese, and are reckoned to contain larger fish with more consistent quality than the islands' inshore varieties.

Development, he concedes, will be slow. To achieve the terminal's aims, will demand at least six boats bringing in their catch regularly. Yet the boats cost about \$60,000 each, plus the same again for equipment, and will demand a professional crew of full-time fishermen.

One solution the Government is considering is a deal with Japanese companies which will allow the Japanese proper authority to fish within the 200-mile limit, while taking on Virgin islanders for training in deep-sea techniques.

Second, they have to steer prudently down the narrow line between living off the U.S. economy and not doing anything to abuse these privileges. Even the question of drugs traffic becomes a problem though ministers say they are doing what they can to co-operate with the American authorities.

Third, the islands are facing a crucial stage in the development of tourism. Further expansion is needed to sustain the economy.

But at the same time, the Government has to be careful to avoid developments that would destroy the qualities of peace and seclusion on which the industry has been built, while channelling more of the benefits into the local community.

They could therefore be partly solved as the economy becomes more mature and begins to live more adequately off its local resources. Even so, the difficulties need to be tackled sensitively if the islands are to retain their enviable reputation as an oasis of tolerance and easy-going harmony.

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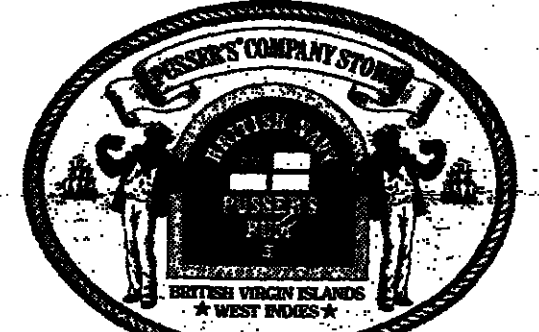
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British Virgin Islands 3

Commitments are being trimmed just when new social programmes are needed

Concern over cuts in aid from Britain

OFFICIALS in the British Virgin Islands, normally a model of easy-going openness, sometimes display just a flicker of hesitation in opening up their financial accounts—but not because they are worried about horrors that might be hidden away inside. What bothers the administrators is that their figures look too good. "We are," says one of them, "in a position of people being punished for good house-keeping."

By the standards of the Caribbean, and the developing world in general, the islands are relatively well-heeled. Gross regional product, according to an economic memorandum published last year, was estimated at \$55m in 1982, against \$28.5m four years earlier. With a population of not many more than 12,200 on the islands, that gives a figure of around \$4,500 income per head.

To the irritation of the islanders it also means that virtue has to be its own reward—as they see it, they have to continue to carve out a living while neighbours who are more prodigal of their resources are rescued with cheap loans and rescheduled debt.

During the last 20 years of rapid growth, the islands have run their affairs with an eye to balancing their accounts. Overseas debt has been taken on only for schemes that are essentially self-liquidating, with a sound prospect of pay-back. According to officials, repayments at the moment are going down, with servicing expenditure in 1984 of \$254,000 expected to drop to around \$100,000 this year.

Revenue

On the operating side, the public accounts have run at a surplus since 1977, when the Government was able to dispense with the British grant-aid, previously required to keep the wheels of the administration turning. Four years ago, the authorities decided to set up a separate capital account through which they could clearly channel excess operating revenue into long-term development projects, more than \$6m

have been spent on schools, water supplies and roads through this mechanism since then.

Yet despite this relatively bright picture of the public accounts, the present Government has begun to sound the alarm bells about the future. Its first worry is the prospect for British capital grants, which have been a crucial element in developing the infrastructure of the islands.

During the last few years, British aid has been falling by around £200,000 annually to the current level of around £200,000—£100,000 less than a little while ago. To add to the constraints, Mr Cyril Romney, the Chief Minister, says that the BVI Government has been told that the grant may soon be turned into loans as well.

The second problem is some hefty contingent liabilities that have been run up through the Government's guaranteeing of loans advanced by other institutions. Although total public debt, including guaranteed loans, was put at only \$5.4m in 1982, Mr Romney has since pointed to around \$6m worth of such guarantees.

The Chief Minister has vigorously attacked this policy of "normal tests of viability" were "ignored or misapplied" for some of these loans, mainly incurred on projects aimed at diversifying the economy. He has recently put on ice an industrial development programme aimed at establishing an industrial park.

This action, and the refusal to take on another proposed guarantee, have trimmed the commitments of the Government, but by no means eliminated the problem. Projects such as the fishery development plan may well have to be supported by government subsidies at a time when the authorities want to press ahead with a number of social and infrastructure programmes—better social services, piped water throughout the island, more roads and dams for farmers among others. There

is a strong demand on the islands, for example, for a higher education institution.

These plans, Mr Romney concedes, would be very difficult to finance without grants. To complicate matters still further, the economy has recently shown signs of slowing down, a process which will eventually tend to reduce tax revenues.

Ministers place the blame for this trend squarely on the strength of the dollar, and the impact this has had on tourism. Americans, said Mr Romney in his budget address, "have gone in droves to Europe at bargain basement prices."

Response

The simplest response to these revenue problems would be to raise taxes in some form or another. On the face of it, there is ample room for an increase, at present, domestic companies are relatively lightly taxed at a rate of 15 per cent, with several possibilities of reducing the final payment, while the biggest sector of all—hotels—is paying virtually nothing because of tax-holiday investment incentives. Individual tax rates are also modest, varying between 5 per cent and 20 per cent on all income over \$25,000.

The Government, however, has turned its face firmly against any tax increases. The main increase of the present administration was a 2 per cent increase in hotel occupancy taxes to 7 per cent. But indirect taxes of this type, bearing directly on visitors, are already close to an acceptable level—there are special charges, for instance, for local driving licences of a departure permit at the airport—and there is probably little scope for further revenue increases in these areas.

In addition, increased taxes on business could have a damaging impact on the main thrust of the Government's development policy—the continuing attraction of foreign investment. Since beginning on its growth path with virtually no resources of its own 25 years ago, the country has relied almost entirely on funds from overseas.

to finance the expansion of the hotel and yachting industries. Some 90 per cent of the capital expenditure that has gone into hotels, for example, is reckoned to have come from foreigners, and the funds have continued to flow despite the fact that the sector is in overall loss. The administration is acutely aware that it is competing for this finance with other countries that have similar tax incentives.

To try to bridge the budgetary gaps that could be caused by these potential revenue shortfalls, Mr Romney has been talking to Canada about a new aid programme to replace the declining UK grant. "So far we have not been eligible for bilateral assistance, but we must be the only country in the Caribbean in that position," he says.

The longer-term aim is to improve the country's ability to generate the means for its own development, although there is no consensus as yet about how this should be done. One group of the islands' ruling elite is in favour of public spending to diversify the economy; the other wants the country to play to its traditional strengths, arguing that the high relative level of wages on the islands makes it an improbable site for competitive manufacturing. A good secretary, for instance, earns well over \$8,000 a year.

Mr Romney, who took an economics degree in the U.S., belongs firmly to the latter group. He has shown considerable scepticism about plans to develop small-scale manufacturing on the islands, preferring to continue the traditional thrust towards attracting foreign capital into the financial sector and tourism. "If there is political stability, the money will come and it will stay," he said in his recent Budget address.

The danger of this strategy is twofold. First, the overwhelming dependence on tourism in the last 25 years has left the islands extremely vulnerable to any change in the market. This weakness is evident from the problems that the strong dollar

has caused the industry this year. Secondly, the islands are reaching the stage where they need to extract more from the current operating of the tourist industry. The hotels in particular are very much under-utilised assets, working at half throttle for much of the year.

Yet Mr Romney argues that if the tourist industry is run properly, it will prove itself to be the best place for a country with limited resources to spend them. What he would like to see is stronger marketing, a greater drive to popularise the islands, and efforts to spread the benefits of the industry more widely. It is certainly true that if the hotels could push up their annual occupancy rates to nearer the 80 per cent achieved by the best performing groups, the Government would be able to generate much of the tax revenue it needs to finance its expenditure.

Under these guidelines, banking looks set to continue in the hands of four groups, Barclays of the UK, Chase Manhattan from New York, Nova Scotia, the Canadian group, and First Pennsylvania of the U.S.

The banks have grown considerably over the last decade, with total deposits increasing from \$29.7m in 1973 to \$196.4m in the third quarter of last year. But their loan portfolio had grown much less rapidly, rising from \$18.6m in 1973 to 45.9m last year.



Development of small-scale manufacturing would diversify the economy but this approach is overwhelmed by the reliance on tourism

Wary of headlong growth

IN THE banking sector, the BVI administration has shown itself very wary of headlong growth of the sort pursued by the Cayman Isles and Bahamas. This is partly due to the general opposition on the islands to overdevelopment—Road Town has only a handful of buildings more than two storeys high—and partly because of the feeling that there is no room for another Caribbean competitor in the Eurodollar activity on which the offshore banks have thrived. Only one Euro-currency issue has been made in the islands in recent years.

In addition, the islands have had some unpleasant experiences with fringe banks. A few years ago, the Merchants and Mariners Bank, registered in the BVI, collapsed in an incident involving the shooting of one of its senior executives in Los Angeles. And only this year, Mr Cyril Romney, the Chief Minister, announced that individuals connected with the locally registered LaSalle Bank and Trust Company, otherwise

known as the First Continental Bank, had been engaged in "fraudulent" activity overseas. On that occasion, speaking to the legislative council, Mr Romney said that full banking activities would only be permitted in the territory "by branches or subsidiaries of banks of international repute and standing."

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Even after a year's activity has gone by, there will be no filing of an annual report, no indication of how the company is faring, and no notification of an annual meeting.

The records of all the companies filed under the ordinance are available for inspection for a \$10 down payment. Yet the most careful research will reveal very little—neither the names of the directors, nor a detailed balance sheet, nor the nature of the company's business.

The move towards the zero tax sector of the tax haven business was a considered step after the U.S. brought the barriers down on countries operating under the protection of its double tax treaties. In the 1970s, the islands had built up the financial sector very largely on the opportunities created by the double tax treaty with the U.S., a relationship largely inherited from the agreement between the U.S. and the UK.

For the purposes of preventing double taxation on companies, the U.S. would tax dividends at only a 15 per cent rate rather than the full 30 per cent; in the BVI, these remittances were then only nominally taxed or left untaxed altogether, instead of being taxed at the due 15 per cent rate.

For portfolio equity investments we were probably the best Caribbean country to use, says Mr Noel Barton, head of the Peat Marwick Mitchell accounting firm subsidiary on the islands. "But for interest payments we could not compete because for some reason the paragraph including interest in the 15 per cent rule was deleted in our treaty."

550 companies use tax haven

THE NERVE centre of the British Virgin Islands' financial services industry lies in a modest second-floor office over an electrical equipment shop on the edge of Road Town.

On the counter inside, the 550 or so businesses registered under the International Business Companies ordinance of last August are neatly filed in a card index, from the improbable Pinky and Perry to the whimsical Golden Wisdom and Aradia Investment Corporation.

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The renunciation by the U.S. of the double tax treaty in December 1982 was a bitter blow to the islands, who fought hard against it. They eventually failed in the talks with the new, hard-line Reagan Government, but achieved one major victory in that all the other double-tax countries in the Caribbean had their concessions withdrawn as well.

Nevertheless, the financial services sector on the islands is so small that it has plenty of scope to grow. There is only a handful of trust companies operating at present, along with two accounting firms.

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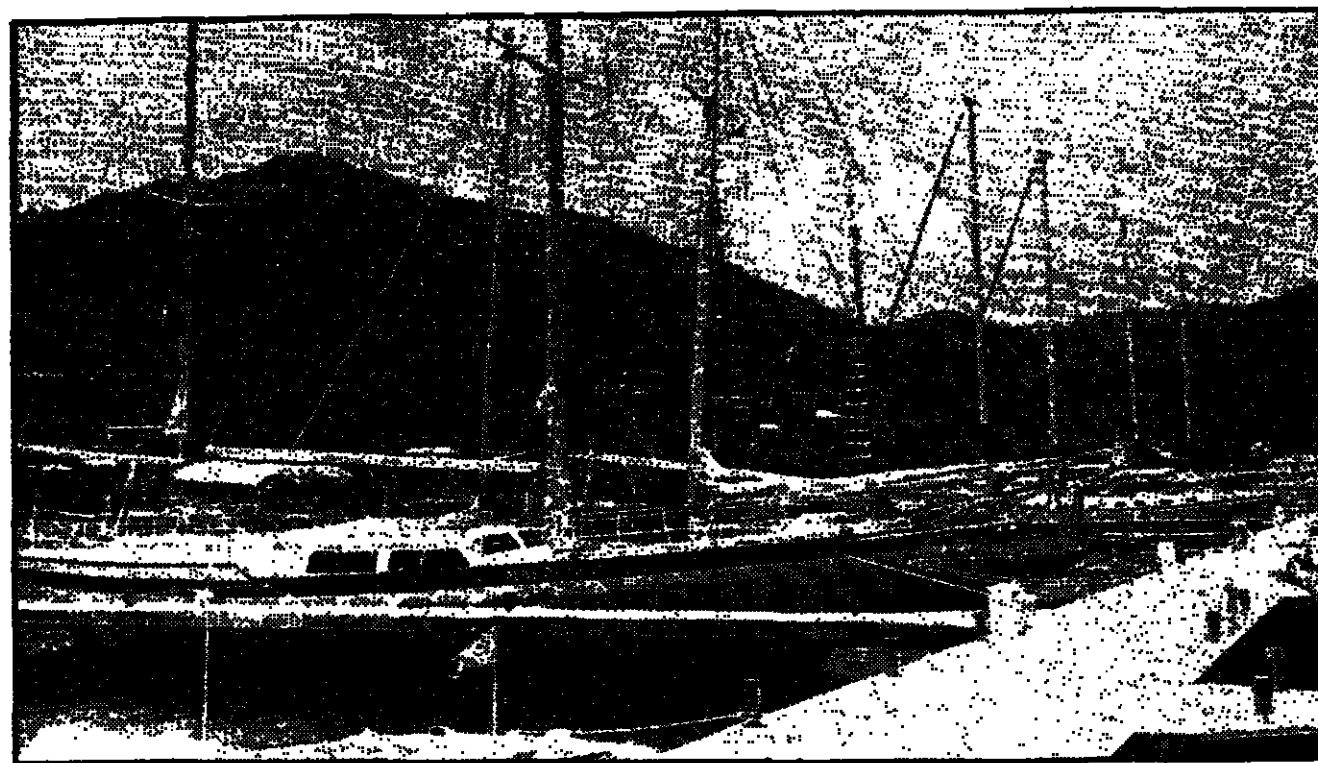
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British Virgin Islands 4



Charter yachts at Road Town. The yachting business now accounts for more holiday traffic than hotels.

Tourist hotels seeking 'The best sailing water in the world'

THE ENTRY drive to Little Dix hotel is reminiscent of the carriage way of a British stately home. It winds down from a country road through lush, well-kept lawns and landscaped flower beds.

The central building of the hotel, an open-sided dining room with a dramatically sculpted triangular roof, lies sheltered behind a bank of evergreens: nature obtrudes everywhere, the abundant greenery swallowing up guests as though they were hardly there.

Little Dix was the first big hotel development in the islands, and to a large extent it has set the pattern for the rest of the industry. The hotel nestles by the seashore, framed by the wooded hills of Virgin Gorda, on a site of striking natural beauty.

Mr. Laurence Rockefeller, grandson of John D. Rockefeller and a noted environmentalist, was so taken with the area in the early 1960s that he acquired and leased about 500 acres of shore and hillside with the idea of marketing a relatively low-density hotel that would appeal to people looking for a quiet, close-to-nature holiday.

Although Little Dix has positioned itself right at the top of the market, with chalets at up to \$700 a night in the season, other hotels have largely followed the Rockefeller concept of unobtrusive, environmentally-sensitive developments.

From the hoteliers' point of view it has been a practical response to the limited labour supply in a population of only 12,000; and for the Government it has meant avoiding the social pressures that would have built up from an even greater expansion of immigrant population to serve the hotel trade.

The idyllic settings of the islands' hotels, however, are hardly matched by the performance of the companies involved. Overall, the sector loses money on its operations, and only two hotels—Little Dix and Long Bay on the main island of Tortola—are reckoned to have been consistently profitable over the last few years.

As a result, a number of hotels have either closed their doors or are on the market. Members of the UK Showering family, for example, have put the Treasure Island hotel in Road Town up for sale, while the huge Prospect Reef complex nearby, in which Mr. Humphrey Cripps, a UK component manufacturer, is said to have invested around \$11m, is on the market at \$15m.

Across the channel from Road Town, the Peter Island hotel has been sold by the Norwegian Feder Smedvig group to Arway, the U.S. direct selling group.

The running operating deficits arise from the fact that the hotels are vastly under-utilised, despite the modest amount of capacity available on the islands. In total, the BVI had around 750 rooms at the end of 1983, but Government statistics say that only 52 per cent of these were filled, and hoteliers are even sceptical about these numbers.

Tax-induced

Indeed, Mr. Tad Michel, chairman of the BVI Hotel Association, says that many hotels on the islands could make money running at less than 50 per cent capacity, indicating that some are running at very low rates of occupancy indeed.

Officials posit two reasons for this less-than-optimal structure of the industry. First, a fair amount of hotel construction has been tax induced. At least 90 per cent of the investment in the sector has originated overseas, from companies that have been able to write off losses against tax and were looking for capital appreciation or currency gains rather than long-term profitability.

The Virgin Islands has had little alternative but to collaborate in this process because

SOMETIME in the early 1960s, and certainly no more than 25 years ago, tourism became a force to be reckoned with on the British Virgin Islands.

Some identify the crucial development as the opening of the Little Dix hotel by Mr. Laurence Rockefeller on Virgin Gorda in 1964; others regard the arrival of an infant yachting business at about the same time as the critical step.

Either way, tourism has grown rapidly since then, moving down the two tracks of middle-to-upper range resort hotels and yachting.

Today, tourism is by far the major industry on the islands. It directly employs about 32 per cent of the population, and virtually every other activity revolves around it.

It is difficult to say how much tourism earns — a Government report has put the figure as high as \$68m, which is surely an overestimate, but it probably roughly balances the \$48m or so deficit on the country's external trade account.

Tourists come to the region — at the rate of 150,000 in

1983—for its all-year sunshine, its long white beaches and, perhaps most importantly, a fabled stretch of sailing water. The climate conforms to the Caribbean legend, with a temperature which varies between 75 and 85 deg F throughout the year, a pleasant breeze, evenings that are not uncomfortably hot, and sea water that is perpetually warm.

From the start, Government policy has aimed at a steady pace of development, designed to allow the islands' infrastructure to grow without undue strain, while concentrating on an up-market niche in the mainly American market.

British Virgin Islanders look with something approaching horror at the heading pace of development on the nearby American Virgin Islands, which have gone for a mass package tourist trade, complete with skyscraper hotels, massive shopping arcades, McDonald's hamburgers and the rest.

"We want to concentrate on the steady development of water-based activities," says Mr. Elinor Rhymer, chairman of the BVI Tourist Board.

Minister, for example, favours much more forceful marketing aimed at broadening the appeal of the BVI. He has already acted on his convictions for his own account, helping to promote visits of shallow-draft cruise ships which are able to sail right into the secluded bays of the islands.

This kind of tourism is resented and opposed by the more traditional elements in the industry, who argue that droves of passengers swarming through town or swamping beaches wherever ships choose to drop anchor undermine the image the islands have created.

Issues

But Mr. Romney argues that the cruise ship visits are healthy because "they touch the local people more than anything I can think of. They bring business to the taxi drivers, the shops, beach bars and restaurants," he says.

In a broader sense, he believes that Government and the industry will have to work together to tackle two issues. First, he complains that the hotels have failed to target the off-season traffic. One of the reasons for the low room occupancy rates is that once the main December-April season ends, tourist visits drop off sharply.

Yet in Bermuda, says Mr. Romney, he has been struck by the fact that the 500,000-a-year tourism industry is strongly based on the promotion of the island for summer visits—a promotion largely aimed at the student population which later grows into a longer-term clientele.

In addition, Mr. Romney wants to start direct flights from the American mainland to the islands. This is partly a response to the inadequacies of the present communications network, which relies on connecting flights mainly from Puerto Rico. He voices a common complaint when he says that the local airlines frequently schedule flights that they do not have the equipment to handle.

A further limitation on the air transport links derives from the length of the airstrip, currently only 3,600 ft long. Mr. Romney wants to extend it to bring in longer-range modern commercial jets. But even now, he says, the airport could take the British Aerospace 146, and he is actively promoting moves which could lead to the announcement of new direct flights from the U.S. "within the next few months."

"I think we need something dramatic and exciting to be able to establish our position in the market place," he says.

LEGEND HAS it that Sir Francis Drake evaded Spanish warships by slipping into the 30-mile main channel between the islands after one of his marauding raids in the region.

The tactics behind the manoeuvre are obvious to anyone who has sailed through the area: the islands stretch out like strings of beads, providing endless opportunities for cover in a succession of spectacular, secluded bays.

Modern-day sailors use the bays to drop anchor and relax in the balmy surroundings. Much of the seashore is as untouched by humanity as in Drake's day 400 years ago, while several beaches now harbour one of the new luxury hotels, massive shopping arcades, McDonald's hamburgers and the rest.

"I am here," says Mr. Albert Stewart, managing director of Tortola Yacht Services, "because, quite simply, it has the best sailing water in the world."

The bulk of the yachting business is in bareboat chartering. Visitors come down to the islands, hire a yacht, provision it, and then use it like a hotel. The boats vary in size, and professional captains can be hired along with them if necessary, but reasonably experienced sailors are allowed to take charge without undue questioning, since manoeuvring in the channel and around the islands is reckoned to be relatively easy.

Rapid growth in the bareboat chartering business, led overwhelmingly by two companies, Moorings and Caribbean Sailing Yachts, took the fleet of local yachts from 226 in 1979 to 310 in 1983, when the last figures were published.

There has probably been a slight contraction since then, but the BVI-based yachts are still believed to constitute the biggest bareboat fleet in the Caribbean, and probably the world. Yachts now account for far more holiday traffic through the islands than hotels.

Ideal

For the islands, the yachting business has been regarded as an ideal form of tourist expansion. It does not make undue demands on the environment, or the resources of the economy, since the visitors spend a lot of their time at sea. Yet it provides regular jobs and steady development along the coastline.

A substantial part of the large Wickhams Cay Sea Reclamation project, for example, has been taken up by a cluster of companies around Moorings, the largest bareboat group on the islands, which runs 84 vessels. Like the hotels, the yachting business has suffered this year from the strength of the U.S. dollar. But it also has another, less tangible, cloud hanging over it in the form of the U.S. Internal Revenue Service.

The American tax authorities have recently been attempting to prevent deductions of investment tax credits on the BVI yachts on the grounds that they are based outside the U.S. and they have also tackled some of U.S. investors over the leasing clauses, because capital was not judged to be at risk in the transactions.

One response to these threats has been to buy more yachts from Europe.

At the same time, the leasing contracts have been adjusted to management fee agreements, under which the yachting companies and the U.S. owners split the charter fees and thus share the risk. This still allows U.S. investors to take depreciation write-offs against their tax bills.

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Monday April 29 1985

The future of Austin Rover

THE BRITISH Government is once again assessing the future of Austin Rover, the state-owned volume car manufacturer which is part of BL. Unlike Jaguar it is not an early candidate for privatisation. The question is whether its recent performance justifies support for the ambitious programme of investment contained in the latest corporate plan.

Last year's financial results, after a promising start, were disappointing. Austin Rover is battling to hold its domestic market share at around 18-19 per cent, just ahead of General Motors. Outside the UK its position is extremely weak. It is seeking to rebuild sales on the Continent in the face of fierce competition; most of the European volume car makers are losing money.

In these circumstances there is a plausible case for phasing out support. The European industry can make some 2m cars a year more than are needed. If market forces were allowed full rein and governments did not intervene, marginal companies would disappear. Austin Rover, which sold just over 400,000 cars last year, has neither the volume of a Fiat nor the special appeal of a Volvo. Is not the British Government's support an example of the "national champion" approach which prevents efficient European companies from achieving economies of scale to match their international rivals?

Contender

Against that, the taxpayer has invested large sums in the business. Under Sir Michael Edwards and his successors productivity and quality have been greatly improved. To withdraw support would be to throw away the chance of re-establishing a viable, British-owned contender in an industry which, far from shifting to low wage countries, is going through a technological renaissance. Austin Rover's size is a handicap but new manufacturing techniques make it possible to achieve useful economies at lower volumes.

To some extent ministers are locked in. There are no obvious buyers for Austin Rover now, short of a disastrous decline in its fortunes, it would be politically impossible to put it into liquidation. Yet the company has not yet shown that it can become financially self-supporting.

U.S. objectives in Nicaragua

PRESIDENT REAGAN'S efforts to persuade Congress to unblock \$14m worth of military aid for the Contra rebels, seeking to overthrow the Marxist Government in Nicaragua, never deserved to prosper. It ill behoved the U.S. Administration to be seen funding in public the overthrow of a government with which it has diplomatic relations. Such action goes against the basic principle of international relations, the right to self-determination, which the U.S. accepts and which opponents of Mr Reagan in Congress were careful to point out.

The vote means that the Contras become a less viable instrument of American policy in Central America. For the past two years the Contras, operating from bases in Honduras and Costa Rica, have been used as a means of containing and harassing the Sandinista Government. Their existence has made direct U.S. military involvement unnecessary.

Ingenuity

It is widely believed that funds for the Contras can be found from other sources, at least to match the \$14m they are being denied for military purposes. But the real issue is that the Contras are not winning their war against the Sandinistas. Not only do they need considerable extra funds to make good their losses, they require a substantial increase in numbers to begin to pose a new threat. President Reagan wants to more than double their current strength.

It seems unlikely that President Reagan can win support for such a force and he will need all his ingenuity to maintain them even at their present levels. This should be seen as a positive development for the region. Extending the civil war in Nicaragua increases the risk of a wider confrontation. For implicit in a larger Contra force is their greater presence both in Costa Rica and Honduras. As it is, both these countries tread a tightrope between Nicaragua through active support to the existing number of Contras.

President Reagan may now be tempted to consider other more drastic options such as an all out economic boycott of Nicaragua or greater direct

THERE WAS once—indeed, there still is—another Dachau. It is a smallish town perched on a low hill about 10 miles north-west of Munich, its pride a Schloss now coloured the white and pale yellow of the Bavarian rococo, but which contains what is said to be the finest Renaissance wooden ceiling north of the Alps. Like much of southern Germany, Dachau is a flourishing place, its immaculately maintained historic centre surrounded by small factories and smart post-war housing developments. Much earlier, at the turn of the last century, the soft light and unspoiled peace of the place attracted a colony of painters there to form a school of painting famous in Germany and beyond.

But that, of course, is not the reason why Dachau, rather a site which bears its name, is the third or fourth largest tourist magnet in Germany. Of the roughly 1m people who come each year, "only 1 per cent or less" in the estimate of the patient philosopher Herr Lorenz Reimle, the town's mayor, actually bother to look at Dachau proper, a couple of miles further on. Their destination is the former Nazi concentration camp, now partly restored, complete with an extensive museum and a cinema showing a documentary on Dachau and the Holocaust in several languages.

Exactly 40 years ago—although April 28, 1945 fell on a Sunday—Dachau was liberated by the Americans.

The commemorations will be on a comparatively small scale, and perhaps that is right. The freeing of single concentration camps, and one that was by no means the worst of its kind, was only a modest part of the history which unfolded at around the time of the German capitulation that May 8 not only sealed the physical and spiritual destruction of the country, and led to its subsequent partition; it also marked the end of European pre-eminence in the world, hastened the break-up of colonial empires, and instigated the era of the superpowers.

Yet in purely German terms, Dachau in a way encapsulates the Nazi period and the difficulties and moral dilemmas it has left behind. The life of the camp exactly spans that of the Third Reich, whose enduring shame is less military conquest itself than the inhumanities which preceded and accompanied it. Dachau was the first camp to open, on the 22nd of March 1933, just seven weeks after Hitler became Chancellor on January 30, 1933. It closed only on the eve of his suicide in the bunker, which time at least 31,500 people had died there.

The town, per force, has learnt to live with its unwanted notoriety. Ironically, its support for National Socialism in the crucial elections of the early 1930s was just half the national average. Only in 1939 was the camp land administratively attached to the town, while 80 per cent of its 34,000 inhabitants today were not there when it was freed. Half were not born, while 30 per cent arrived afterwards, refugees from the lost territories in the East, now part of Poland and Czechoslovakia.

But no matter that, in the

Dachau 40 years on

Ghosts that still haunt the Germans

By Rupert Cornwell, Bonn Correspondent



A blitzed and deserted street in Berlin in 1946 and (right) the Hohe Strasse, Cologne, today

Mayor's words, "1,200 years of history in Dachau have been wiped away by just 12." That Dachau, along with Auschwitz, is one of the concentration camps everyone has heard of. "It is right to remember and for the young to visit it and most people think that way. Only it must be realised that not just Dachau but all Germany is responsible."

There are signs now that this tolerance may be fading a little. The trouble, apparently petty but in fact quite revealing, concerns a plan to erect a youth hostel at the camp site. An association has even been formed, the *Förderverein Internationale Jugendbegegnung Dachau e.V.*, to back the idea and whose supporters include Herr Hans-Jochen Vogel, the leader of the opposition Social Democrats (SPD). Their argument is simply that the young people who come from far afield (in 1983 alone 6,000 school and youth groups visited Dachau) need cheap lodgings to enable them to stay longer to learn the lessons of what Dachau stands for.

But the conservative Christian Social Union (CSU), the Bavarian party which dominates local Dachau politics, is hotly against the scheme. One reason is the fear that Dachau and all it symbolises will be misused for political ends, possibly as a left-wing one. Another is simple: that enough is enough, that Dachau alone should not bear the burden of the German past.

The hostel, of course, will not be built for at least five years, if at all; but the dispute captures the divisions over how to commemorate the 40th anniversary of the war's end, when Chancellor Kohl so rightly observed earlier this year, "the eyes of the world will be upon Germany."

Theodor Heuss, the first President of the Federal Republic, remarked in 1949 that May 8 remains "the most tragic and

of its own inhibitions."

Today the country probably has better friends, in the West at least, than any German state has had in more than a century. Nowhere is this plainer than in the new relationship with France. And yet the anxieties and uncertainties over the future persist, especially among the young. For a nation split between the tutelage of two superpowers and two ideologies, the visible inheritance

The bungling over Reagan's visit shows clearly that bygones will not be bygones

dubious paradox of our history," when Germany "was at the same moment both rescued and annihilated." Amid all the soul-searching of today, those words remain true.

The paradoxes and contradictions are everywhere to see, in reaction to Hitler's legacy: relief and pride at democracy and prosperity, yet shame that others had to do what Germans themselves did not do. West Germany is the third economic power of the West, but politically still of limited sovereignty and influence—both because of the presence of 350,000 foreign troops upon its soil and because

from Hitler and defeat have only underlined confusion about what it means to be German.

Herr Willy Brandt has declared that "the German question is closed." But is it? Opinion polls suggest that while most West Germans accept that reunification with East Germany is an unrealistic prospect, they are increasingly unwilling to abandon it entirely. In that, at least, they are at one with their Chancellor.

Herr Kohl rarely lets slip an opportunity to proclaim that "history has not spoken its

last word" on the matter, even though he knows full well that it is their public pronouncements, few of Bonn's politicians, who are responsible for the reunification of a very appealing notion. Consciously, its has tried to revive wider pride in the country, a nationalism that openly does not now extend far beyond support of the national football team. He is fond of reminding audiences that he is the first genuinely post-war Chancellor since he was only 15 when the war ended and thus too young to have been in any way shaped by the Third Reich.

This June he will also become the first Chancellor in 16 years to attend what promises to be a peculiarly emotional meeting of refugees from what was once German Silesia, now part of Poland. The movement's dream of a return to the lost East may not be a powerful strand in current West German politics, but it is the expression of the bitter side of this season of anniversaries.

But even Herr Kohl is a prisoner of the contradictions. Early last year he insisted in Israel that young Germans could not go on being held responsible for what had happened over 12 lunatic years. But a week ago, at the site of the Bergen-Belsen camp, his emphasis was different, on the "never-ending shame" of Germany at the crimes committed by the Nazis, and on the historical responsibility which the German nation bore for them.

It was a brave speech, acknowledging that what happened could not be ignored, that

reconciliation with the victims could only be achieved by the acceptance of Germany's history as it was.

But nothing has illustrated the delicacy—indeed near-impossibility—of marrying past and future, recognition and reconciliation than the traumatic chronicle of the organisation of President Reagan's state visit this week. It has been admittedly in large measure a self-inflicted disaster, flowing inexorably from the Chancellor's desire to bring the economic summit to Bonn forward by a month or more, to coincide with the anniversary, and his determination to seal post-war reconciliation with the U.S. by a symbolic gesture.

Undoubtedly bungling, and a clumsy reciprocal insensitivity to political realities, played a large part in the demeaning saga, which even now is far from over. The clearest lesson, however, is that bygones will not be bygones.

The continuing outcry in the U.S. and the deep embarrassment in sections of West Germany public opinion over the plan for Mr Reagan to lay his wreath at the Bitburg cemetery where 47 SS officers are also buried shows, above all, that there is a point at which past and present must be reconciled. Had West Germany possessed a proper war memorial, the problem might have been quickly solved. But it does not—further proof of the conflicting symbolism embodied by final defeat.

Even the compensatory 11th-hour addition of a stop by the President at Bergen-Belsen (rather than Dachau to Herr Reimle's considerable relief) has not quelled the fuss that proves how strong feelings still are. In domestic politics, too, the old argument goes on, at least as May 8 approaches. Should reunions of SS veterans planned for early May be banned? Was it right for Parliament last week to have passed a Bill which in practice equates the sufferings of the Jews under Hitler with those of the 12m Germans driven from their homes westward after the war, and of whom 2.7m died in the process?

One day, presumably, even these ghosts will be laid to rest. But not yet. A mile or two outside Dachau, just inland from the Leitenberg hill, looking out over the gentle Bavarian countryside and commanding the best view of all of the old town itself. It was where the bodies of unknown victims of the SS were disposed of, before more advanced means were devised down at the camp. Today, 7,400 are buried there, beneath a plain lawn scored by thin lines of paving stones.

Leitenberg is an utterly still place, unlike the camp and its car park filled with buses and cars from every corner of Europe. Next to the graveyard there is an austere memorial chapel built of weathered dune brick. Inside there is little, except the flags of the 26 countries whose citizens perished at Dachau. There is also a plaque, bearing words, for some reason in French.

"Tout passe, tout s'efface, hors le souvenir. Everything passes, everything fades away, except memory. Forty years later, that remains the problem, not just for the little town of Dachau, but for Germany. And who is to say that feelings will not be much the same 50 or even 100 years afterwards?"

Behind the news

United Press International (UPI) has had a traumatic three years under the ownership of Douglas Ruhe and William Geissler who bought the agency, reputedly for one dollar, in 1982. The organisation has gone through various phases of expansion, modernisation and severe pruning in the search for financial stability, but to no avail.

The two owners come from a somewhat unconventional business background. They are both members of the Baha'i church, a 19th-century spiritual faith which stresses the unity of all races and the acceptance of other great religions.

Ruhe was twice arrested for civil disobedience in the 1960s, and Geissler served almost a year in goal for refusing the draft for the Vietnam war. "I did what I felt was honourable," he once said of that period.

After coming together to work on information material for the Baha'i national centre, they later branched out into communications on their own, building up Media News, a small Nashville concern which



"Quite a peaceful Saturday—apart from the odd pole-vaulter"

Men and Matters

also owned Focus Communications, a company with several Mid-Western television interests.

UPI, an agency which once employed the legendary Walter Cronkite, and whose alumni organisation is known as the "Downbeat Club" in celebration of the standard head office order to "downhold expenses," has always been the poor relation of the larger Associated Press.

In the course of their three years at the agency, Ruhe and Geissler seem to have become the latest victims of these financial constraints. With no apparent personal wealth and, they have said, no monetary backing from the Baha'i church, their ambitious plans to adopt satellite technology to cut communications costs seem to have proved too expensive for UPI's own resources.

Whether they will retain any interest in the group after the resolution of the latest crisis remains to be seen. The failed recapitalisation plan put forward earlier this year would have reduced their personal stake to around 15 per cent each.

Sorry note

"We have got to blow our own trumpets," said Brandon Gough, senior partner at Coopers & Lybrand in a stirring call to the accountancy profession.

What Gough failed to mention to his audience of 200 accountants in Coventry 10 days ago that Coopers' trumpet blowing has landed them in trouble with the Institute of Chartered Accountants.

The problem arose the day after this year's Budget. Copies of Coopers' Budget Briefing (drafted in the small hours that morning) were smartly placed on the seats of five Inter City

trains into London for executive reading. The "hard sell" did not go down well with several rival accountancy practices who subsequently complained to the Institute.

The matter now rests with the investigation committee, within the Institute's professional ethics department. Coopers are understandably sore: several of their rivals placed their own Budget Briefings on aircraft flying out of Heathrow that same post-Budget morning.

On the spot

One picture is worth a thousand words, some reflected in Warsaw at the weekend. The cameras caught Soviet leader, Mikhail Gorbachev, greeting General Jaruzelski, beneath a picture of tanks sweeping into action with their guns pointed at the Polish leader's head.

Four years ago, when that stern guardian of Soviet ideology, Mikhail Suslov, drew to Warsaw to berate the Polish leadership over Solidarity's campaign, he was snapped in the very same spot. The guns then pointed at the ill-fated Stanislaw Kania.

Union's fanfare

Union Discount, one of the few firms in the City which plans to remain independent of the new financial conglomerates, celebrates its centenary this week.

The discount house is to entertain its City friends at a concert by the London Symphony Orchestra at the Barbican on Wednesday night—and has compiled the programme around significant dates in its history.

The earliest antecedent of Union Discount was James Bruce, listed in the London

Directory as a Bill Broker in 1825. So the chosen overture is from Rossini's opera, *Journey To Rheims*, written that year.

Two works—Franck's *Symphonic Variations and Brahms' 4th Symphony*—have been selected from those composed in 1885 when Union Discount was formed by the merger of two London discount houses.

Finally, since there was no English work and nothing to celebrate 1885, Union commissioned Geoffrey Burgon, composer of the Nunc Dimittis music for the TV serial *Tinker, Tailor, Soldier, Spy*, to write a fanfare for the occasion.

A "first performance" saw the firm, to celebrate the first hundred years of a company that intends to last at least another hundred.

Lords errant

What Sir Winston Churchill used to call "the weapon of the grime" is being used increasingly by Lord Denham, Government chief whip in the House of Lords, in an effort to control his more verbose peers.

Despite the militant ring of his official title—Captain of the Castlemen at Arms—Denham has a relatively slender armoury at his disposal to discipline his ranks.

He can move a resolution that "no noble lord can be no longer heard." But that is a drastic action—sledgehammer to be used only to crack a nut.

But with more peers clamouring to be heard in televised debates—more than 50 spoke in the recent debate on the Bill to abolish the GLC and the metropolitan counties—Denham had to do something about long-winded speakers who take undue advantage of the fact that debates in the Lords are open-ended.

So he fixes offenders with a stony stare. His initial tactic is to swivel round from his seat on the Government front bench with a warning glare. If that does not produce the desired result, Denham has been known to move to another seat in the peer's direct line of vision to wither him.

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ONE OF the most constant and puzzling factors in the European political scene these past 25 years has been the durability of Gaullism in France as a strategic doctrine of national independence. Other countries may wobble and waver, go through agonising debates about nuclear deterrence and the utility of Euro-missiles and stage mass demonstrations. France enjoys, at the level of public and political debate, an ostensible consensus which the Socialists, once in power, have simply made their own. French serenity on defence issues may not be coherent, rational or admirable, but it has been in some sense enviable.

It is puzzling because everyone knows that, if the enemy is the Soviet Union, a strategy of French national independence is an absurdity. Over the years strategic thinkers, troubled by the obvious, have attempted to come up with declaratory refinements.

But the central taboos have remained untouched. No major party and no major politician dares publicly question, let alone repudiate, the two essential ingredients in the Gaullist dogma: national independence and the absolute priority of pure deterrence through the nuclear component of the arsenal. It is, if you like, a kind of re-incarnation of the Maginot line, though the analogy hardly appeals to Gaullists.

President Mitterrand has felt bold enough to challenge other ingredients of the Gaullist inheritance. He is ostensibly prepared to welcome a large increase in majority voting in the European Community's Council of Ministers; he has given public support to the idea of a new European Treaty which would increase the powers of the European Parliament; he is even prepared to propose proportional representation in French general elections. But he has not admitted to any breach in the central principles of Gaullist defence doctrine.

Both these taboos came under frontal attack in a book just published in France, *L'Avenir de la Guerre—The Future of War*. Its author, Pierre Lellouche, is assistant director of the Institut Français de Relations Internationales and a young luminary of the French strategic affairs establishment. The fact that he has chosen to make so brutal an assault on the ark of the Gaullist covenant suggests that he believes the times are now ripe for an honest political reckoning with the flaws in French defence doctrine—the first for a quarter of a century. Let us hope so.

The central thrust of his book is not just to expound a critique of the Gaullist dogma and its ambiguities in Gaullist doctrine but to argue that these flaws have become more dangerous over time as a result

Foreign Affairs: France

Maginot line dogma comes under assault

By Ian Davidson

of the unfavourable evolution of the strategic situation. "The object of this work is to sound an alarm at the increasingly

flagrant inadequacy of our defence system in the face of the political, strategic and technological realities of the closing years of our century." A little further on he claims that Europe and the Western Alliance are passing through a crisis which amounts to an "historic mutation of the collective security system set up in 1949".

When General de Gaulle took France out of Nato in 1966, thus repudiating its public commitment to national independence, he did so in the knowledge that the move was essentially risk-free. The U.S. had successfully faced down the Soviet Union in the 1962 Cuban missile crisis and, though America's nuclear dominance was shrinking in the face of the Soviet build-up, the credibility of the U.S. nuclear umbrella was still largely intact. Admittedly, the U.S. was pressing for a more subtle alternative to the doctrine of massive retaliation and General de Gaulle resisted the transition to flexible response on the grounds that it implied an American reluctance to use nuclear weapons in defence of Europe. Nevertheless, the U.S. guarantee was still essentially sound; so while de Gaulle may have been flatterring French emotions, he was not making gratuitous trouble-making in the Alliance, he was not jeopardising French security.

Twenty years later, according

to Lellouche, this situation has entirely changed: the U.S. nuclear umbrella which once protected Europe has now closed. Of course this may be an overstatement. The Russians cannot be certain if it has closed; it is in the nature of nuclear weapons that adversaries look at the opposite ends of the probability scale, and even a small probability of nuclear engagement may be enough to deter.

Nevertheless, there is no denying the multiplication of outward and visible signs in recent years of a growing American aversion to nuclear options: Henry Kissinger's warning to Europe not to ask America for guarantees that cannot be promised, the unofficial campaign for a doctrine of No First Use by Robert McNamara and others, the official campaign for stronger conventional defence in Europe so as to raise the nuclear threshold, the popular Press movement in the U.S. and most recently President Reagan's Strategic Defence Initiative which aims to repudiate retaliatory deterrence.

Technology has also worked against the credibility of the French nuclear deterrent as it is all very well for the French to assert an anti-cities targeting doctrine; but when the Russians have the capability of high-precision missiles which can take out French land-based missiles and airfields, what then? Many people argue that



General de Gaulle: a 25-year doctrine

Lellouche, this situation has entirely changed: the U.S. nuclear umbrella which once protected Europe has now closed. Of course this may be an overstatement. The Russians cannot be certain if it has closed; it is in the nature of nuclear weapons that adversaries look at the opposite ends of the probability scale, and even a small probability of nuclear engagement may be enough to deter.

Nato allies may criticise the Gaullist doctrine of national independence for attempting to encompass the option of armed neutrality. Lellouche attacks it for its total unreality, the blind faith of its high priests that the nuclear deterrent must prevent any threat to France.

M. Charles Hernu, the French Defence Minister, has said: "There must not be a battle, because our defence posture is founded on deterrence." And President Mitterrand has said: "The keystone of the defence strategy in France is the head of state, in me: everything depends on his determination. The rest is just inert matter." But as Lellouche points out, the decision as to whether there will be a battle and on what terms, does not depend on France. It is simply absurd to base a defence policy on the dogma that there cannot be a battle.

At the centre of the absurdity is the dogma that France, with its moderate forces, can straddle the contradictory choice between Alliance solidarity and the national sanctuary, epitomised in a typically elegant formulation of the French liberties are defended on the Elbe, and French vital interests on the Rhine. Even if a sanctuary policy were to stop the Rus-

sians at the Rhine, argues Lellouche, the net result of the conquest of Germany and the Low Countries could only be the political serfdom of France at the end of the European peninsula.

The only purpose of an independent national defence doctrine, he argues, is to maintain national independence. Since this can only be maintained by the maximum deterrence of any Soviet attack against Western Europe as a whole, the front line for France must be, not the Rhine, but the Elbe. Logically, therefore, France should double its force in Germany to 100,000 men, to join in the forward defence of Nato without qualification or argu-bary.

Naturally, Lellouche does not propose that France should integrate with Nato—that would simply raise the anti-American hackles in France; and he argues, plausibly, that the only way to ensure that nothing happens is to debate institutional choices—Nato, Western European Union, European Community. The essence is to reach an operational agreement with Germany, in liaison with the Nato forces, on conventional and tactical nuclear control while retaining French control of nuclear weapons. This side-steps the thorny political question of hypothetical subordination to an American commander-in-chief, but unequivocally links the French nuclear deterrent with the forward defence of Europe.

But if the U.S. nuclear deter-

rent has become incredible, how can the French deterrent become credible for Germany? Through military involvement in the forward battle, and through the stake of national survival: in the last resort, the U.S. could sacrifice its 350,000 men in Europe, with their nuclear weapons unfired, but 100,000 French troops in Germany equipped with tactical nuclear weapons would be a guarantee in unequivocal terms of French commitment, whatever the theoretical freedom of action of the French President. The one strategy which is not credible for France, says Lellouche, is the strategy of the fortress, which condemns the besieged to the choice between slow death and suicide.

Naturally, the counterpart of his proposals, which also include a substantial increase in the size of the French nuclear forces, must be a bigger defence budget: he suggests an increase from 3.5 per cent of GNP to 5 per cent. But he maintains that such an increase is necessary, whatever the strategy, because at current spending levels the conventional forces have been dangerously starved of equipment (Britain already spends over 5 per cent of an admittedly smaller GNP).

Some may think Lellouche is too alarmist. Even if French doctrine is absurd and tiresome, and even if there has been a serious deterioration in the strategic environment, there appears no imminent danger of war in central Europe. Nevertheless, there can be no argument in favour of a defence strategy which is ill-designed for war and counterproductive in peace.

A practical demonstration of the ground of France's commitment to the forward defence of Germany (to which it is in any case bound by treaty as a member of Western European Union) would send enormously powerful signals throughout the Atlantic Alliance and to the Soviet Union.

It would help to persuade both the U.S. Congress (and the Kremlin) that the Europeans were taking their defence more seriously. A common strategy would, by definition, enormously enlarge the scope for arms collaboration. And it would make a big contribution to the civilian construction of a more united Europe, not least of the paradoxes of Gaullism is that Mitterrand believes fervently in European integration, yet clings, on the most important issue of all, to the option of armed neutrality.

Perhaps the ghost of de Gaulle will prove too strong to allow any change. But at least let there be a debate about it. *L'Avenir de la Guerre* Pierre Lellouche Mazarin, Paris. See also France's Defence Posture in Europe David S. Young, *Adelphi* Paper 155, 28 Tavistock Sq. WC2.

Lombard

Thatcherism and theology

By Michael Prowse

TO PROMOTE a "materialistic market-orientated individualism as the key to human and social progress," argued the Bishop of Durham in his recent Hibbert lecture, is to make a "destructive mistake about the possibilities and needs of men and women and to turn one's back on real political and social progress."

To return to the ethics of 19th century entrepreneurial individualism, he maintained, is "either a nostalgic nonsense or else a firm declaration that individual selfishness and organised greed are the only effective motivations for human behaviour."

These remarks, even though tempered by scepticism for the "romantic utopianism" of socialism, read like a full-blooded attack on Thatcherism. The Prime Minister, after all, has become associated with Victorian values while acceptance of the virtue of market-orientated individualism lies at the heart of "New Right" political thinking.

Those Tory MPs who demanded that the Archbishop of Canterbury should "eat coal in public" as a penance for his even-handedness during the miners' strike, and who seem convinced that the clergy should concern themselves with matters spiritual not temporal, will be further irritated that the Bishop of Durham's theme was "freedom."

How dare an Anglican bishop rubbish the New Right's concept of freedom and substitute a less self-orientated version of his own. It is not easy to pin down precisely the concept of freedom the Bishop is striving for in his lecture. But it is clear what he regards as false definitions. Freedom is not to be found in the individual pursuit of profit in a capitalist economy. But neither will it be found in a society governed by materialistic individualism which will fast become a sick society. The alternative to individualism is not Godless collectivism but Christian co-operation and caring. The task of a British liberation theology is to forge a selfless rather than selfish image of freedom and to make equality and sharing fashionable again.

"History," argues the Bishop, "can, must and will be related to the kingdom and community of God."

If the Bishop is right, Christians must begin to take more seriously their responsibility to help build the "ideal community." They can no longer stand aloof from political and economic debates but must start effectively to relate biblical traditions to the actual state of affairs in this country. In short, the Anglican church should copy the example of Roman Catholic priests in Latin America and begin to form a "British" liberation theology.

Every liberation theology is unique because it is a response to particular needs at a particular time. Unlike the Latin American variety, a British liberation theology need not be dominated by Marxist thinking although the Bishop suggests some of its diagnoses should be taken "very seriously." It would, however, have to stress the primacy of action.

A British liberation theology, the Bishop accepts, would promote innovation and risk-taking: trade unions would have to become more flexible and the Government more willing to decentralise. But the Christian pursuit of an ideal community would also seem to require a much greater commitment to economic equality as an end in itself. The unthinkable, such as maximum and minimum wages, must become thinkable. There must be greater stress on "systematic and social caring." Above all, we must become more communal and less selfish: we should "commit ourselves to conscious, explicit and shared efforts to develop our common good and multiply our common resources."

The Bishop's central message, the New Right should note, is surely that a society governed by materialistic individualism will fast become a sick society. The alternative to individualism is not Godless collectivism but Christian co-operation and caring. The task of a British liberation theology is to forge a selfless rather than selfish image of freedom and to make equality and sharing fashionable again.

Underwriters to the issue

From the Executive Secretary, Association of Authorised Public Accountants.

Sir.—The spirit of competition that the Government firmly believes in is strangely absent when engaging underwriters to act on its behalf in the matter of privatisation.

It was painfully obvious, even to the lay public, that the recent privatisation of the Executive was grossly undervalued by as much as £1bn-£2bn. This was clearly borne out by subsequent events extreme over-subscription for shares followed by even better than anticipated net results of profits.

These additional funds lost to the Chancellor of the Exchequer would have made a dramatic difference to his Budget, and would have enabled him to have given the tax reliefs hoped for, with all the consequent beneficial multiplying economic effects this would have had throughout the economy.

May we see for future flotations, a more realistic return to the Exchequer by invoking competition amongst the financial institutions that are asked to act on behalf of the Government. In such large transactions, it would not be unreasonable for the Government to call for tenders from the leading financial institutions enabling it to select the best financial return guaranteed to the Exchequer. Unless this is done in the future, the country will continue to lose out heavily. I would point out that the BT issue was not the first or only example of such serious under valuations.

I am sure that the Chancellor of the Exchequer will find that in the difficult area of public utilities, there is no better yardstick he can use to the benefit of the nation's purse, than that of applying the principle of competitiveness.

S. A. Coxhead,
10, Cornfield Road,
Eastbourne, Sussex.

Trade and diplomacy

From the Head, News Department, Foreign and Commonwealth Office

Sir.—I cannot allow the letter (April 12) from Richard Oake, Ove Arup Partnership, to remain unchallenged. To say that the Foreign Office gives too much priority to helping exports is to ignore the fact that commercial work is, in terms of manpower, the main overseas function of the diplomatic service and senior locally engaged staff. About a third of our manpower resources are devoted to it, which is more than double the resources devoted to political work.

As to training, the Foreign

Letters to the Editor

and Commonwealth Office attaches great importance to the proper preparation of staff for commercial work, and to continual on-the-job training. All diplomatic service officers selected for this work undergo an intensive five-week course, during which great emphasis is placed on giving private firms up-to-date information on the opportunity to explain what they want from commercial departments overseas. They also undertake individual programmes of visits to interested firms before making up their appointments. Similar, but shorter, arrangements apply to locally engaged staff. Besides regular duty tours in this country, regional commercial conferences overseas, and attendance at private business courses, commercial officers also come to London, usually 20/25 at a time, for specialised technical briefing courses in collaboration with industry.

Of course, political work continues to be a central role of the Foreign and Commonwealth Office and the diplomatic service on the political service as much as they do on its commercial information. But, I can assure Mr Oake and others that our diplomats are not neglecting the importance we attach to the promotion of Britain's commercial interests.

C. J. R. Meyer,
King Charles Street, SW1.

International gateways

From the Public Affairs Director, British Airports Authority.

Sir.—Of course Harry Patchett (April 15) is right to point out the importance of Manchester Airport as an international gateway.

We think that it is only right that wherever possible passengers should be able to fly abroad direct from the airport. This is already of their choice. As demand increasingly justifies the airlines in providing commercially viable services.

But development of regional airports does not preclude the need for further capacity to meet demand in London.

There are two key points that need to be emphasised. Approximately 65 per cent of passengers who travel between London and the regional airports actually start or finish their journey in London. Clearly Manchester and other regional

airports have much to lose if there is inadequate capacity in the London system. It is the interlinking traffic at London's airports which could be lost to European airports, ie, those passengers who switch from one international flight to another. This is 17 per cent of traffic.

The point about Aberdeen is correct. It is the sixth busiest airport in terms of passengers handled. Perhaps the FT was referring to the fact that it is the third busiest regional airport. In fact, it is the world's busiest heliport.

In this major growth industry we need development of both regional airports and London's airports otherwise we could jeopardise the 1.38m jobs directly or indirectly attributable to tourism and the 84,500 which foreign visitors spent here last year.

Peter Sanguinetti,
Gatwick Airport,
Gatwick, West Sussex.

Penalties for late payers

From Mr M. Barnard.

Sir.—I refer to your item "New penalties for late payers—VAT" (April 17).

As usual the requirements of the civil servants seem to completely ignore normal commercial considerations and practices. Consider the situation where a taxpayer is paying VAT for a quarter ending on March 31. The outputs (sales) side of the formula would be available very quickly after March 31, the inputs (purchases) side, however, cannot be completed until the value of March purchases is known. Since most industries operate on "monthly accounts," these purchases would be due for payment on April 30. After allowing approximately 10 days after March 31, to receive suppliers' invoices relating to the last week of March (and sometimes earlier), the purchase ledger is closed and the process of collating the invoices begins. By the time the invoices have been checked and coded, the purchase ledger posted and suppliers' statements reconciled and queries resolved, it is very difficult to meet the deadline of April 30, particularly if the weekends or a Bank Holiday intervenes.

There is no laxity in these matters on the part of accountants, since in many cases, settlement discounts are offered for prompt payment. Those unacquainted with this process

should be advised that in most cases, the numbers of invoices run into hundreds per month, and in some cases, thousands. Only after all this has been done, can the VAT return for the quarter be completed.

It would make more practical sense if the filing period for the return were extended from one month to six weeks, and only then should the penalties apply, in order to prevent abuse.

M. J. Barnard,
Iydeine, Chiswick Hill,
Sturport-on-Steam, Wore.

Sponsors and the arts

From the Director, Public Affairs, Tobacco Advisory Council

Sir.—Sir Roy Shaw's suggestion (April 22) that the Government takes on the provision of finance for a section of arts sponsorship currently provided by the tobacco industry is a simplistic proposal indeed.

Should the artistic endeavour be free to choose fiscal and other backing from whatever sources it pleases, rather than be obliged to seek or accept either exclusive or additional support from the taxpayer? And is there any substantive reason to suppose that Government, or the Arts Council, would necessarily reimburse arts ventures

FURTHER LETTERS

as precisely as the tobacco-sponsored arrangements hitherto.

The relationship between sponsors and the endeavour being sponsored in any case rarely rests solely upon monetary considerations. It is wholly probable that the response style and sensitive way in which tobacco sponsorship has developed over the years has deservedly won a host of friends and supporters. Fortunately there are many more moderate and temperate people than there are those holding extreme views, although sometimes that fact is rather hard to believe.

D. C. Turner,
Glen House, Stag Place, SW1.

A heavy blow

From the Director of Research, Prudential Portfolio Managers

Sir.—Your edition of June 25, 1984 contained the following headline in the U.S. Bonds column: "Optimists dealt heavy blow by news of economic growth." Being a practitioner of dismal science myself, I find this a most appealing sentence and am going to have it enlarged and hung on my office wall. I should explain that this came to light as a result of moving my office.

Kev West,
142 Holborn Bars, EC1

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SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Monday April 29 1985

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Uncertain outlook keeps Eurobond investors cautious

BY MAGGY URRY IN LONDON

INVESTORS in the Eurodollar bond market are well and truly on strike. The outlook for both interest rates and the currency is so uncertain that none are prepared to stick their necks out. Meanwhile, the excesses of syndicate managers mean a heavy oversupply of new bonds trading well outside their fees - Nestlé Holdings excepted.

The only Eurodollar deal to be launched on Friday was the expected issue for Banque Extérieure d'Algérie. The \$500m floater is part of a major financing package, and the books ended up in the hands of Citicorp. The issue is very much a hybrid between a floater and syndicated loan. It gives the borrower better terms than a loan would - the cost, taking in fees of 1½ per cent, is about 80 basis points over London interbank offered rate (Libor) on a compound basis to the first put, after eight years. In return investors get a more tradeable instrument.

By the end of the week, dealers had little else to do but gossip about the new Euro-D-Mark issuing rules and which foreign bank would be first across the line this week. The

market theoretically opens on Wednesday, but that is a holiday in West Germany so the first deal under the new regime may appear on Thursday. Rumoured deals include a straight, a floater and a zero - in other words every type of issue possible. Sovereigns were popular guesses for the borrowers.

The third Euro-French franc deal since the market reopened is expected today, to be led by Société Générale for Peugeot.

Syndicate managers were saved from complete immobility on Friday afternoon by Salomon Brothers' launch of a Eurosterling zero coupon issue for Dow Chemical, with a redemption value of £300m. Many UK bankers had agreed that this young and tender market, which had stumbled when its second deal was launched, would benefit from a slightly larger, slightly longer issue from a good U.S. corporate name.

In the event, Dow Chemical, with its single A rating, was perhaps not what had been wanted. The 12-year life was better - the two previous deals had been for seven years - but the size and the issue price, at

29, were considered by some to be too high.

At a price less the total fees of 1.303 point, the bonds yield 10.89 per cent to maturity on a semi-annual basis, while similarly dated gilt-edged stocks yield around 11.20 on average.

Salomon, with co-lead Hambros Bank, won the mandate after some competitive bidding and decided to underwrite the whole issue between them, only inviting a selling group. The company had been looking at the market for some time and is thought not to be swapping the proceeds.

The dollar's volatility has upset the continental bond markets, with prices in both the D-Mark and the Swiss franc bond markets down around ¼ to ½ point last week. In Switzerland though, the primary market continues to see lower yields, with UBS cutting the coupon on Japan Development Bank's SwFr 100m public issue to 7½ per cent, with a 9½ issue price, down from an indicated yield of 7½ per

cent. This is the lowest coupon on a public issue since the end of January.

Only the European currency unit market seems unruffled, though even there the two-tranche issue for the South African Electricity Supply Commission met some resistance - on political rather than pricing grounds.

Malaysia's success with its £75m bulldog issue, which was 15½ times oversubscribed and traded on Friday at a premium to issue price, is a mark of the growing maturity of this market. It is the first long-dated bulldog for an Asian sovereign borrower - Malaysia has an outstanding 1986 issue.

Investors - largely the UK institutions - are now more prepared to look beyond the top name borrowers which were the main issuers in the market's early days. While the World Bank was known to all as a good risk, the institutions generally did not have the expertise to study a less familiar credit. That has changed.

Investors find it worthwhile to as-

sess these lesser credits because the yields on their issues are higher. That has become even more important as yield margins on bulldogs over the benchmark gilt-edged stock have narrowed.

Spain, for instance, launched an issue in February paying a margin of 140 basis points over the reference gilt for long-dated stocks, Treasury 13½ per cent 2004-08. That issue has traded at a margin as low as 93 basis points since and now stands at around 35½ compared with its £30 paid price.

Looking further back, Sweden paid a margin of 225 basis points in January 1983, while in October 1984 the same borrower launched a deal with a margin of 135 basis points over the gilt. Those two issues are trading with margins well below 100 now, a market move allowing Malaysia to price its issue at 120 basis points above the gilt.

Margins have come in partly because the institutions' demand for paper has increased as they seek fixed interest homes for their long

term funds - investments which have been getting rarer. Also the market has become more liquid as it has grown, encouraging previous abstainers into bulldogs - thereby increasing demand again.

But just as important have been the tax changes effected over the last year. First, bulldogs and other fixed rate sterling issues were given the same year-and-a-day capital gains tax exemptions as gilts had had. Then the abolition of "bond-washing," a way of turning income into capital gain which had not been particularly practical in the bulldog market, gave another boost to bulldogs.

Gotthard Bank, which is controlled by Japan's Sumitomo Bank, said on Friday that it has received permission to lead manage a bond issue for Itohan, a Japanese trading company, from the Japanese Finance Ministry, adds AP-DJ from Lugano.

Overseas subsidiaries of Japanese banks are not normally permitted to lead manage public bonds for Japanese concern in overseas markets. Gotthard Bank said the decision

EUROMARKET TURNOVER

Turnover (\$m)

Primary Market	Straights	Conv	FRN	Other
U.S.\$	1,360.5	67.3	1,638.0	27.0
Prev	2,110.6	355.7	3,634.2	245.4
Other	781.0	4.8	183.9	4.1
Prev	1,466.5	225.4	113.9	123.5

Secondary Market	U.S.\$	FRN	Other
U.S.\$	2,622.3	714.9	14,543.3
Prev	10,539.6	678.9	6,576.1
Other	2,928.5	81.4	474.9
Prev	2,420.1	73.5	957.1

Credit Euroclear	Total
U.S.\$	12,860.1
Prev	7,889.8
Other	2,918.2
Prev	3,409.7

Week to April 25, 1985	Source: AED
U.S.\$	12,860.1
Prev	7,889.8
Other	2,918.2
Prev	3,409.7

BHF Bank bond average	Previous
April 26	101.761
High	101.761
Low	102.560

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Prev	7,889.8
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Prev	7,889.8
Other	2,918.2
Prev	3,409.7

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INTERNATIONAL CAPITAL MARKETS AND COMPANIES

CORPORATE FINANCE

Arbed reshape nears completion

ARBED, the Luxembourg steel group, is poised to carry through the last phases of a financial restructuring. This will complement the industrial changes which have been taking place at gathering speed over the last three years.

Details of the financial moves have been worked out, which will have the effect of making the Luxembourg Government the largest single shareholder with 30.8 per cent, followed by Societe Generale de Belgique, the biggest of the Belgian holding companies, with 24.7 per cent.

But the board still awaits the formal approval of the shareholders. An extraordinary general meeting called last week has been put off until next month for lack of a quorum.

So far Arbed has received since 1983 new funds, sub-

scribed in different ways, from the Luxembourg Government, SGB and the major banks in the Grand Duchy.

SGB is now going to convert bonds worth LuxFr 738m (\$11.7m), subscribed at the beginning of this year, into capital. These funds were liberated by SGB after Arbed had bought from SGB shares in Sidmar, the Belgian steelmaker controlled by Arbed.

SGB is also going to subscribe to a further LuxFr 1.6bn worth of convertible bonds in Arbed, again using the sale of Sidmar shares as an intermediate transaction.

But Arbed has also been selling shares in Sidmar to the Luxembourg Government over a period for a total of LuxFr 2.9bn.

The effect of all these operations is to take SGB out of the Sidmar shareholders, leaving

Arbed itself with 51 per cent of the Luxembourg Government with 16 per cent. The other shareholders are the Belgian Government with 28 per cent and Falck with 5 per cent.

Sidmar, in many respects, is considered to be the jewel in the Arbed steelmaking network and continued control of it has been a fundamental point in dealings with the Belgian Government and steel industry on production sharing and investment co-operation agreements.

But the changes do not stop there. The Luxembourg Government is to provide Arbed with LuxFr 6.1bn, some of which is in exchange for non-voting shares. With the Government's purchase of the Sidmar shares, this means financing of LuxFr 9.1bn.

Last year the European Commission adopted a certain retic-

ence in approving these arrangements under the common EEC approach to restructuring the steel industry, and only about half the sum was authorised.

But Mr Emmanuel Tesch, the Arbed chairman, told shareholders that since the decision of EEC industry ministers authorising the provision of additional subsidies for balance sheet reasons there were very good reasons to suppose the reticence would disappear.

He also noted that the whole financial restructuring programme would have the effect of reducing Arbed's debt burden by LuxFr 20bn. Steps already taken and the general improvement in Arbed's revenue have already helped to ease the strain of servicing charges.

Paul Cheeseright

Multimedia rejects \$1.05bn counterbid

By Our Financial Staff

THE BATTLE for control of Multimedia, the South Carolina-based TV stations, cable and newspapers group, has intensified following a \$1.05bn bid from Mr Jack Kent Cooke, a U.S. entrepreneur and property owner.

Mr Cooke's \$83 a share proposal tops by \$2 an earlier offer from Lorimar, the film and television programme producer which created "Dallas". Cooke, who owns the Washington Redskins American football team, has built up a 9.7 per cent stake in Multimedia.

Multimedia said it had informed Mr Cooke that it was not interested in pursuing a sale.

Neither bid has a great chance of success because Multimedia's management and founding families control 40 per cent of the shares. Under South Carolina law mergers must be approved by holders of at least two-thirds of a company's shares.

The company reiterated that it is going ahead with a recapitalisation plan under which the founding families and senior management would buy back the company from shareholders. This \$53.25-a-share proposal is worth \$890m.

In a further development Multimedia said directors had authorised the company to obtain a credit line of up to \$300m to be used for possible share repurchases.

Hilton Hotels, the worldwide hotel chain which was recently rebuffed by the authorities in its bid to break into the Atlantic City casino business, has sold its unopened Atlantic City casino/hotel complex to Mr Donald Trump, the New York property developer, for more than \$300m, in cash, writes William Hall in New York.

Hilton had appealed against the decision of the New Jersey Casino Control Commission to refuse it a licence but has also been exploring various offers for its new casino, which cost more than \$300m to build.

Mr Barron Hilton, chairman of Hilton Hotels, says his company will completely recover its investment and realise "a small profit" on the transaction.

Hilton will receive cash for its investment and will avoid certain carrying costs.

NEW INTERNATIONAL BOND ISSUES									
Borrowers	Amount m.	Maturity	Av. Yrs years	Coupon %	Price	Lead Manager	Offer yield %		
U.S. DOLLARS									
Yamasa Glass 7 1/2	25	1990	5	8 1/4	100	Yamasa Int.	8.250		
Louis 5	40	2000	15	(5)	100	Nomura Int.	-		
Tenneco (a) 1 1/2	30	1990	5	7 1/4	100	UTB Int.	-		
Adams-Schick 1	180	1993	8	11 1/4	100	UBS (Swiss)	11.125		
Barnhart Sales 5	25	2000	15	(3 1/4)	100	NBK (Europe)	-		
Tokai (Asia) 1	100	1995	10	11 1/2	100	CSFB	11.500		
Iron (b) 1 1/2	100	1995	10	7 1/4	100.18	CIBC Int.	-		
Marble Holdings 1 1/2	100	1988	3	9%	100	SBC	9.875		
Rep. of Algeria (a) 1 1/2	500	2000	15	7 1/4	100	Citibank	-		
CANADIAN DOLLARS									
New Brunswick 1	75	1995	10	11 1/4	100	Wood Gundy	11.625		
NEW ZEALAND DOLLARS									
Fl. Corp. of NZ 1	20	1990	4	16 1/2	100	Dea Gutzwiller, K.B.	16.500		
AUSTRALIAN DOLLARS									
Woodworth 1	30	1990	5	13 1/4	100	Orion Royal Bank	13.875		
D-MARKS									
FR (Germany) 1 1/2	50	1992	7	7 1/4	100	Commerzbank	7.625		
Paragel 1	150	1992	7	7 1/4	99 1/2	Commerzbank	7.848		
Conoco of Europe 1	150	1995	8 1/2	7 1/2	100	BHF-Bank	7.500		
SWISS FRANCES									
Chapin Elm 1	100	1995	-	5 1/4	99 1/4	Credit Suisse	5.764		
USAB 1 1/2	100	1990	-	1 1/4	100	SBC	1.825		
Saga Bank Co. 1 1/2	40	1990	-	8%	100 1/2	NBS	1.500		
Daimler-Benz 1 1/2	50	1990	-	1 1/2	100	NBS	5.533		
Japan Dev. Bank 1	100	1995	-	5 1/2	99 1/4	UBS	-		
Barnhart Sales 1 1/2	50	1990	-	(1 1/4)	100	UBS	-		
Wittich & Co. 1 1/2	40	1990	-	5 1/4	100	Credit Suisse	5.750		
Toshiba Eng. & Cons. 1 1/2	70	1990	-	(3 1/4)	100	UBS	-		
Domestic Dev. Auth. 1	100	1995	-	(5 1/4)	100	Credit Suisse	-		
Chubu Electric Power 1 1/2	150	1990	-	5%	100 1/4	UBS	5.891		
Nippon Paint 1 1/2	50	1990	-	5 1/4	100	SBC	5.750		
STERLING									
Malaysian 1	75	2000	24	10 1/4	99.705	S.G. Warburg	11.821		
Dow Chemical 1	300	1997	12	8	100	Salomon Brothers	10.870		
ECUs									
Westpac Banking 1	50	1992	7	9%	100	Paribas	9.825		
Shell Co. 1	20	1990	5	9%	100	Nomura Int.	9.825		
Escom (S.Africa) 1	50	1990	5	10%	99 1/2	CCF	10.817		
Escom (S.Africa) (a) 1 1/2	50	1990	5	1%	100	CCF	-		
YEN									
Mitsubishi Bank 1	100m	1992	7	7	99 1/4	LYB Int.	7.844		
Spain 1	20m	1995	5	7.3	98.45	NBS Int.	7.390		

* Not yet priced. ** Final terms. *** Private placement. **** Convertible. ***** Floating rate notes. ** With equity warrants. (a) 1/2 over the Libor. (b) 1/2 over the Libor. (c) 1/2 over 3m Libor. (d) 1/2 Unlisted, extendible to 1991. Note: Yields are calculated on ARD basis.

* Not yet priced. † Fixed income. ** Floating rate. † Floating rate. † With equity warrants. (a) 1/4 over 100 Libor. (b) 1/4 over 100 Libor. (c) 1/4 over 100 Libor. (d) 1/4 over 100 Libor. (e) 1/4 over 100 Libor. (f) 1/4 over 100 Libor. (g) 1/4 over 100 Libor. (h) 1/4 over 100 Libor. (i) 1/4 over 100 Libor. (j) 1/4 over 100 Libor. (k) 1/4 over 100 Libor. (l) 1/4 over 100 Libor. (m) 1/4 over 100 Libor. (n) 1/4 over 100 Libor. (o) 1/4 over 100 Libor. (p) 1/4 over 100 Libor. (q) 1/4 over 100 Libor. (r) 1/4 over 100 Libor. (s) 1/4 over 100 Libor. (t) 1/4 over 100 Libor. (u) 1/4 over 100 Libor. (v) 1/4 over 100 Libor. (w) 1/4 over 100 Libor. (x) 1/4 over 100 Libor. (y) 1/4 over 100 Libor. (z) 1/4 over 100 Libor. (aa) 1/4 over 100 Libor. (ab) 1/4 over 100 Libor. (ac) 1/4 over 100 Libor. (ad) 1/4 over 100 Libor. (ae) 1/4 over 100 Libor. (af) 1/4 over 100 Libor. (ag) 1/4 over 100 Libor. (ah) 1/4 over 100 Libor. (ai) 1/4 over 100 Libor. (aj) 1/4 over 100 Libor. (ak) 1/4 over 100 Libor. 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FINANCIAL TIMES REPORT

Scottish Financial Services

Edinburgh's financial institutions see their future in better marketing of their specialised services rather than in travelling down the conglomerate route like their English counterparts

Canny approach to restructuring

BY BARRY RILEY,
Financial Editor

THE SCOTS make good preachers, and these days Scottish financiers often seem to be adopting the same hellfire rhetoric as was once fashionable in the kirk—only this time they are referring to the revolution in the financial services industry.

This restructuring of the financial sector is proceeding apace in London but with notable slowness north of the border. "There is a great deal of scepticism here about what is happening in London," says one prominent Scottish banker. Many people in Scotland would put more emphasis on their view of a City of London increasingly pressured by the growth of conflicts of interest, the breakdown of traditional constraints and the need to earn high returns on large lumps of capital.

It is fair to say, however, that the Scottish view is not entirely based upon ethical theorising. Whatever the rights and wrongs of the rush within the English financial services industry to form giant new financial conglomerates, the Scots are keenly aware of two practical points.

First, the conglomerate route

is not a realistic option for most financial companies in Scotland. The country's financial sector is not big enough to generate more than one such group which could stand international comparison.

Second, and more important, Scottish financiers realise that events in London provide them with a very real commercial opportunity. They can now promote Scotland as a distinctive source of specialised financial services untainted by the kind of conflicts of interest and loss of client contact which are threatened in London.

Edinburgh has already shown its ability to defend its position as Britain's second focus of financial activity. In the years since World War II it has avoided the fate of English cities like Liverpool (once the home of Martins Bank and Royal Insurance) which have ceased to retain any real independence as financial centres.

But there has been nevertheless a period of slow decline. Though remaining strong in traditional areas like life assurance and investment trusts, Scotland has largely missed out on the newer growth sectors for fund management like pension funds and unit trusts. Its only major stockbroker, Wood Mackenzie, has been increasingly sucked into the orbit of the City of London, and is now being absorbed by the London

bank Hill Samuel.

As for the banks, the best that can be said is that foreign takeover bids have at least been fought off. The Monopolies Commission prevented the takeover of the Royal Bank of Scotland Group three years ago, and this year Standard Life Assurance became the secure guardian of a one-third stake in the Bank of Scotland, a holding which Barclays Bank previously owned.

Now there is a row about the precise status of the Trustee Savings Bank Scotland within the national TSB group which is being groomed for an early stock market flotation.

It seems improbable that the Scottish banks can expand into the English market without becoming less Scottish—as is well illustrated by Royal Bank's strategy to become a national UK bank. But Scotland itself is a frustratingly small country to support ambitious and efficient banking institutions.

Opportunity

So Scots have tended to fall back on the argument that it would be better for their banks to remain small and isolated, so long as this ensured that a core of financial decision-making existed north of the border. A financial centre would not be credible without indigenous banks, it has been suggested.

In the 1980s, however, the impact of technology has begun to transform the arguments about Edinburgh's potential. In the narrow field of banking it has brought the opportunity to export retail services electronically (something that is being

eagerly pursued by the Bank of Scotland) although it could, perhaps, be argued that Scotland is vulnerable to the reverse process, a banking invasion by non-Scottish.

Outside banking, new technology is also bringing many developments that are eliminating the geographical disadvantages from which Edinburgh and Glasgow (not to mention Perth, Dundee and Aberdeen) have suffered.

Electronic information services now put the Edinburgh investment manager on equal terms with his counterpart in London or New York. Proofs of documents can be sent by facsimile transmission, and video conferences are a technical reality (TV hook-ups are now being tested by the Royal Bank of Scotland in communication with London).

Scottish financiers therefore sense a tremendous opportunity to market specialist financial services both throughout the UK and internationally. They feel they can project a different image to that of the new-style City of London.

Their scepticism of the conglomerate route is founded on experience. In the 1970s, Ivory and Sims, the fund management house, dabbled in banking (Edward Bates) and life assurance (Wellfare) while a little later it sold a 50 per cent stake in itself to American Express. All these initiatives failed, so that Ivory has gone back to concentrate on investment management—and few in Scotland would like to emulate its attempts at diversification.

In terms of employment, the most important financial sector

outside banking is life assurance which has been enjoying boom conditions in the past couple of years. Various tax developments have brought successive booms in endowment policies and (most recently) self-employed pension contracts and Scottish Amicable, for instance, has raised its staff numbers from 1,100 to 1,300 in 18 months.

The dream

Boom conditions may not last, but the Scottish life offices have a high (if slightly old-fashioned) reputation. Their importance to the Scottish financial community lies not just in their size and prosperity but in their steady output of actuaries and other trained professionals—usually in numbers well in excess of their own internal needs.

Many of them drift south, of course, but many others prefer the Scottish lifestyle (despite the lower pay levels which give financial firms in Edinburgh and Glasgow the scope to undercut their London counterparts).

This gives rise to the biggest single opportunity perceived in Scotland: to develop Edinburgh as a fund management centre which will relate to London as Boston relates to New York. That is, it will stand slightly apart from the central market of London and from the big securities groups that will increasingly dominate it, and offer a wide variety of independent fund management firms both large and small.

Such is the dream. But to make it into a reality will take much more than hoping that London will fall flat on its face. The Scots will have to go out and sell into the growth sectors for fund management, rather than simply clinging on to the declining investment trusts.

The change is indeed happening. Having seen £40bn or more of UK pension fund management business go to London, the Edinburgh houses are now hiring marketing men and pitching for new contracts where they arise.

A number of Scottish investment houses are also targeting the opportunities in the U.S. where many pension plans are now diversifying their assets internationally. With their traditional world-wide orientation, the Scots see themselves as well-placed to make a mark as indeed houses like Ivory and Sims and Martin Currie already have. They are helped by the greater familiarity of the Americans with the concept of the independent investment "boutique" whereas British corporate clients have tended to seek the shelter of London merchant banks.

The hope is that Britain will become like the U.S. in this respect. "Given what is happening with the London merchant banks, pension fund management is a very good example of the sort of business that will be up for review," says an observer in Edinburgh.

In other fields, too, the Scottish objective is to build up clusters of specialist financial service firms.

The Scots are not just preachers; they are putting their doctrines of independence and competitiveness into practice.

Hiccup for the TSB Bill

HAS SCOTLAND gained a retail bank only to lose it? Mr Ian Macdonald, the chief general manager of the Trustee Savings Bank Scotland is confident that his bank will retain its autonomy as the TSBs are united and their shares sold for the first time to the public.

An unexpected hiccup in the Bill before Parliament to prepare for the flotation of the UK-wide group showed the potential strength of Scottish interests. Everything was going smoothly to unite the regional TSBs of Scotland, England and Wales, Northern Ireland and the Channel Islands when an amendment was passed in the House of Lords which would have excluded the TSB Scotland from the flotation.

The amendment sent the executives of the TSB Group and the Scottish TSB into a spin as they tried to find ways of salvaging the Bill. In the end a deal was worked out whereby the TSB Group's registered office will move to Edinburgh, and arrangements will be made to protect Scottish interests.

Concern about the role of the TSB Scotland in the new UK grouping lies behind the pressure for it to be excluded. The bank which brought together four Scottish savings institutions has performed well in the over-banked Scottish financial scene. One in four Scots has an account with the bank, which has 1.25m customers, 2m accounts and assets of £1.3bn.

Mr Gordon Wilson, the Scottish National Party MP fears that the TSB Scotland will be gobbled up by a British institution and be left with an independence that is only nominal. Issues like this can be important in Scotland remembering the political row three years ago that accompanied the possible sale of the Royal Bank of Scotland to an overseas institution.

But the apprehension expressed about the TSB Scotland cannot be compared with controversy over the Royal. It has, however, produced some insight into the final relationship with the UK-wide group which at the end of 1983 had total assets worth £9.6bn and reserves of £800m.

According to Mr Macdonald the pending restructuring will be an assembly of equals. "I believe what will happen is that each subsidiary company will have adequate capital to perform its business at the level of its board or chief executive desires."

The subsidiaries will pay an

agreed percentage for the running of the parent company. "As long as there is a strong performance, we should, I think, be able to retain our autonomy. The relationship will be based on having a market that we can address," he says.

The strong performance of the Scottish TSBs may soon be put in perspective by results from the larger grouping of TSBs in England and Wales which were behind Scotland in amalgamating.

Mr Macdonald sees the group operating a bit like the giant U.S. Bank Citicorp with competing divisions. Already individual sections are developing new services for the bank. England and Wales are looking into home banking while the Scottish group is working out the group's office automation.

Areas still vague are international banking or syndicated loans where group and regional interests can apparently overlap.



The difficult role for the TSB has been to convince the commercial world that it has completed the change from a staid personal savings institution off the High Street into a bank with corporate as well as private clients in mind.

The image change involves employing banking technology on a par or better than the other banks and a move to the High Street with better premises. The TSB Scotland is refurbishing a prime site on George Street in central Edinburgh.

Management with corporate experience has been bought in and TSB managers, many with only experience in serving their local savings market, have been put through extensive re-training.

According to Mr Macdonald about one-third of the banks assets are now into commercial loans—the kind of credibility he is looking for. The early transactions are always the most lucrative. "But it is the first step into better lending and better margins," he said.

Personal loans went up 16 per cent and mortgages by 23 per cent and the bank reported a 79 per cent increase in the number of accounts and a 102 per cent increase in balances in the last financial year.



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Savings Account	£5,678.90	£56.78	£0.00
Fixed Deposit	£10,000.00	£1,000.00	£0.00
Share Account	£2,345.67	£23.45	£0.00
Pension Plan	£7,890.12	£78.90	£0.00

CASH MANAGEMENT FOR BUSINESSES

Account Type	Balance	Interest	Overdraft
Business Current	£15,000.00	£150.00	£5,000.00
Business Savings	£20,000.00	£200.00	£0.00
Business Fixed	£30,000.00	£3,000.00	£0.00
Business Share	£10,000.00	£1,000.00	£0.00
Business Pension	£40,000.00	£4,000.00	£0.00

INTER-ACCOUNT TRANSFERS

From Account	To Account	Amount	Date
Current	Savings	£1,000.00	29/04/85
Savings	Fixed	£5,000.00	28/04/85
Fixed	Share	£2,000.00	27/04/85
Share	Pension	£10,000.00	26/04/85
Pension	Current	£5,000.00	25/04/85

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Scottish Financial Services 2

PROFILE: ANGUS GROSSART

Ready for a gear change

ANGUS GROSSART, one of Scotland's leading bankers, has been among the architects of the transformation in financial services going on in the City of London.

If the Scottish financial institutions are better prepared to react to the developments in London, it will probably be due to some of the public questioning by Mr Grossart. From his position as managing director of Noble Grossart, the independent merchant bank, he has challenged some of the concepts behind the formation of financial conglomerates which will offer or possibly force customers to accept one-stop shopping for all of their financial needs.

"Would you be surprised if you went to your hairdresser and he also offered to drill your teeth? Would you be a little alarmed if he insisted on drilling your teeth?" Mr Grossart told a conference last year.

The specialisations of Scottish financial institutions and their independence, Mr Grossart feels, will enable them to ride out the revolution in London by taking advantage of opportunities where available.

Speciality

His own bank has made a speciality in raising money, private placements and stock market issues. The bank recently added to its elegant Queen Street Georgian headquarters in Edinburgh another Georgian house in London in Lincoln's Inn Fields.

"Because of the changes in London, doors are open and opportunities are mobile in a way we would regard as unprecedented," he says.

Mr Grossart wants to encourage a Scottish sense of identity but feels this must come from mainly within the sector rather than being imposed from an outside institution. "There are a number of organised marketing efforts that can be made. But the primary thrust must come from individual entities within the financial sector. We have got to recognise a need to change gear."

"Scotland cannot be merely the contractor to London. It must be much more positive. Because of what is happening in London there is a particular need for Scottish financial services to be outward looking and active. We cannot afford to be complacent."

Mr Grossart's arguments against the City have been to challenge the practicality of



Mr Angus Grossart, managing director of Noble Grossart. He challenges some of the concepts behind the formation of financial conglomerates.

the "Chinese walls" to be erected within big financial services organisations to prevent conflicts of interest. He is deeply suspicious of the ability of individual managers to operate in the new vast organisations and feels Scotland could benefit from some of the disaffected talent.

He none the less has his doubts about too much regulation to control the new organisations. As the speed of developments is so fast he feels that the flaws of the system should be allowed to work their way out before too many regulations are drawn up. Short-term fashion, in short, should not dictate the final policing structure of the City.

"The financial pace is too quick. We are not able yet to assess the implications. We need time and that could take two or three years."

"I am restless about the policing of the financial sector through increasing regulations and bodies. Regulations begot regulations and more regulations and we could bend too far in the direction of formality and away from matters of judgment and influence."

Financial institutions in Scotland are talking to each other in a way that would have been unheard of several years ago. Mr Grossart feels this will help generate the collective action required to respond to dangers and opportunities arising from the changes in the South.

Collective responsibility is something he sees too as a force in the economic development of Scotland. "The financial sector has an important role in improving the emergence of entrepreneurs."

This does not just mean putting up the money, according to Mr Grossart, but helping to change attitudes which will encourage new business.

Mark Meredith

Barry Riley examines the new mood in Charlotte Square's investment trusts

A high profile approach

THE MOOD in the Scottish investment trust sector has changed perceptibly in the past couple of years. Only two years ago there was a beleaguered feeling, with a number of trusts fearing takeover—mostly from south of the border. But today there is a much more confident and expansionist mood.

"The managers are in good spirits," confirms Mr Hamish Buchan, the top investment trust analyst at Edinburgh brokers Wood Mackenzie. But he gives this warning: "This year will see further changes in the trust sector."

He foresees further pressure on the independent trusts, several of which are still managed from places like Dundee and Aberdeen, well away from the two main Scottish centres of Edinburgh and Glasgow.

A number of factors have led to the resurgence of confidence in a number of the Scottish investment trust groups. To start with, the underlying equity markets both at home and abroad have been generally firm (though last year was poor in relative terms for many trusts which made the short-term mistake of hedging their dollar portfolios at a time when the dollar was soaring).

Moreover two of the Scottish management firms, Baillie Gifford (with six trusts) and Murray Johnstone (managing seven trusts) came first and third among all British investment trust groups in terms of 1984 performance.

Meanwhile many of the Scottish trust managers have worked up much more positive strategies, both in terms of the investment objectives of the funds and the corporate objectives of the management firms. The resolution of possible conflicts of interest between the managers and the shareholders of the trusts still worries some;

but Charlotte Square has become expansionist once again, after a period of defensive decline.

A good example of the way things are developing is provided by Edinburgh Fund Managers—which began in 1969 with just one client, American Trust. By early this year it was running several other investment trusts, together with a variety of authorised and exempt unit trusts, and is forging its way into the pension fund market.

Total funds under management have topped £560m and it is now an established public company on the unlisted securities market on the strength of pre-tax profits which have reached £3.5m.

EFM's joint managing director, Mr Graeme MacLennan, expresses the new, more aggressive attitude of Scottish investment management firms when he says: "Marketing wasn't something you did, but now it is considered extremely important."

Aggressive

He also considers that "it's very important for Scottish houses to raise their profile." He says that one of the main reasons EFM was fixed on the stock market was to increase awareness of its name.

This kind of high-profile approach has been followed for some years by Ivory and Sims, an aggressive investment trust management group which has obtained a full listing on the London Stock Exchange and has been active in pension fund management for British and American clients (but no so far in unit trusts).

What has been notable recently has been the evidence of substantial changes at more established firms such as Baillie Gifford or Martin Currie. They have shaken off their fuddy-

duddy images and adopted much broader approaches to marketing their skills—though interestingly both have retained the partnership structure.

Baillie Gifford has refocused the portfolio strategy of its older investment trusts and has launched two new ones specialising in Japan and technology—taking the opportunity to include its name prominently in their titles. It too, has gone into unit trusts and pension fund management.

The firm has accepted the need to take risks, and it has adopted a policy of concentrating its portfolios into larger holdings of fewer stocks. Its senior partner, Mr Angus Miller, says: "We are very far from being middle-of-the-road equity managers. We are paid to make judgments."

For Baillie Gifford, the partnership structure appears to work well. It sees no need for outside capital, and the structure encourages stability of personnel, while with nine partners and 40 staff (including 20 investment professionals in all) the lines of communication are short.

At Martin Currie, the full impact is now being seen of a major change in the partnership some four years ago. It has also built a similar mix of management of investment trusts, unit trusts and pension funds, with the extra element of a significant activity in the management of international portfolios for U.S. pension fund clients.

Martin Currie partner Mr Joe Scott Plummer says that the firm actually went into the U.S. pension fund management business before it tackled the domestic market. "U.S. clients were more receptive to a boutique-style operation," he explains. "But UK pension clients went for the big names. To appoint Martin Currie was

an individual risk on the part of the man making the decision."

Today Martin Currie runs some \$100m for five U.S. pension plan accounts, and is one of the few international Employee Retirement Income Security Act (ERISA) managers to be able to boast a five-year record in the business. The firm would like to expand in this field, but will not take on more than 15 clients in all.

Advantage

As for the UK pension fund market, Mr Scott Plummer recognises that the firm was late into this sector but is now "cracking the barriers" having gained five clients on the way, he hopes, to an eventual target of 40.

Like many others north of the border, Mr Scott Plummer sees Scotland's aloofness from the financial services revolution as a positive advantage. "A lot of excellent firms are going to get submerged in London," he says.

He points out that Scots have a streak of independence and are sceptical of the herd instinct. Moreover, in Scotland people manage money until later in life. "The tendency in London is that as financial services companies grow, the better individuals tend to be drawn into central management," he comments.

What of the remaining independent Scottish investment trusts whose management has been reluctant to diversify into other types of investment business? Mr Hamish Buchan

sees them coming under increasing pressure, not least because they will have difficulty in attracting new fund management talent in the absence of a proper career structure or profit participation through share stakes or partnerships. The view is not shared, how-

Need for marketing Scottish virtues

SOME SERIOUS thinking is underway about the generic promotion of the small but thriving financial community in Scotland. Within the next year or two it is quite possible that newspapers and television in the United States may carry advertisements extolling the virtues of banking in Scotland.

Developments outside Scotland have set the banks, insurance houses and fund managers talking about the need for marketing.

The financial revolution in the City of London which has seen the formation of huge financial conglomerates combining banks, merchant banks, stockbrokers and stockjobbers, is having an unsettling effect on Britain's alternative financial centre in Edinburgh.

As yet, Scottish institutions have not joined the rush to form big financial supermarkets. In fact, many Scottish bodies believe their continued independence and smaller individual size will be a positive advantage.

To some, the appetite of big British and U.S. financial institutions to acquire new services poses a real threat to Scotland. The investment trusts are seen as possibly vulnerable to takeover by acquisitive conglomerates. Even Scotland's banks are potential targets for predators, in the view of pessimists.

The Scottish virtues to be marketed have been acquired almost by default. Scotland wants to tell the world that its financial sector has not gone the way of many institutions in London. It hopes customers, like big pension funds, who fear possible conflicts of interest in the large conglomerates will move their accounts to Scotland.

The idea of marketing emerged last year at the annual conference of the Scottish Council, Development and Industry, an industrial lobby group with members from both the public and private sector. The Aviemore forum approved a study by the council into ways of promoting Scotland.

This marketing effort has proved difficult to organise. The council has sounded out the financial sector but the response has been mixed. It is likely to start off by looking at protecting the advantages of the 30 or so Scottish investment trusts overseas. The investment trust movement which had its origins in Scotland is, in the view of some fund managers, better known in the U.S. than in the City of London.

While the council studies ways of getting the message across, an in-depth look at the financial sector in Scotland has been initiated through the Scottish Development Agency.

M. M.

M. M.

PROFILE: BANK OF SCOTLAND

Second rights issue to fund expansion

THIS SHOULD be a landmark year for the Bank of Scotland: a major English bank sold its one-third shareholding and the Scottish bank opened Britain's first video Home Banking service. While others are taking

the time to make a decision, the Bank of Scotland has done something about it. It has had to. The bank has only seven branches in England where it sees its main market. There is insufficient room for profitable expansion in Scotland. Over the past few years the bank has thought up a number of imaginative ways of expanding its customer base in the south. Its adaptable approach to the market has made it one of the country's more innovative banks.

The bank has needed to seek fresh resources to fund the rapid growth of its business as innovations, in the way of new technology, have to be paid for.

Quite recently it took the market by surprise when it announced its second rights issue in a year. It is raising £81m, almost exactly a year after the bank raised £41.5m. At the same time it reported that pre-tax profits for the year ended February 28 had risen 36 per cent to £80.4m.

Meanwhile, the bank is pressing ahead with its strategy of expanding into the English market through alliances with existing institutions rather than the more expensive way of building up a branch network.

Among the innovations already introduced is a money market cheque account providing high interest on large deposits but with chequebook access, launched in 1983.

Then as building societies and

banks moved closer together the Bank of Scotland became the first to link up with a building society to launch a service. Banksave marketed in 1984 with the Alliance Building Society gave the Bank of Scot-



land access to customers served through 1,000 Alliance branches.

Banksave uses the Bank of Scotland's computers to unite an account with the Alliance to a current account at the bank. A regular sweep of the accounts allows the customer to keep the maximum amount of funds in his building society account where it earns interest.

Home Banking launched in

January was to be the ultimate step in proving that you don't always need a lot of local branches. The system uses the experience gained with a limited home banking service experiment conducted in conjunction with the Nottingham Building Society.

The new scheme allows customers to examine their accounts, transfer money between them and make some payments and adjust standing orders from their homes.

It uses British Telecom's Prestel system. In effect the television is attached to the telephone to maintain a secure database maintained by Prestel and updated by the bank. Customers can only gain access to their accounts with a password which they can change as often as they like.

The response to Home Banking has delighted the bank which in the long run hopes to

expand into the small business market. The service can also be adapted to home or business computers.

Also in January came news that Barclays Bank has sold its 24.4 per cent share in the Bank of Scotland to Standard Life Assurance. The move enhanced the Scottishness of the bank, a factor which cannot be underestimated in its home market which can be sensitive to questions of outside ownership.

At the same time the £15m sale freed Barclays to expand in Scotland where it has kept a relatively low profile because of the large stake in the Bank of Scotland.

Standard Life has gained a stake in one of the country's more go-ahead banks. The link with the bank may give it a new marketing force for integrating lending facilities with its life assurance products.

M. M.

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Clydesdale £10m electronics revamp

ON THE face of it the Clydesdale Bank looks cornered. The other two Scottish clearing banks, the Royal Bank of Scotland and the Bank of Scotland have turned from over-banked Scotland to drum up business in the English market. The only option left for the Clydesdale, a subsidiary of the big English High Street bank the Midland, is to concentrate on its home Scottish market.

There, the TSB Scotland, the grouping of four Scottish savings banks, has made a frontal assault on the home retail market as part of its transition into a full-fledged bank and its pending flotation as a new group with the other UK TSBs on the stock exchange.

There have even been persistent rumours for over a year that the TSB Scotland might want to buy the Clydesdale from the Midland using the money raised in the flotation. The TSB has consistently denied it.

So does Mr Richard Cole-Hamilton, chief general manager of the Glasgow-based bank. "What has come down loud and clear from the highest authority is that the Midland will not sell us. It doesn't make sense for them to do that because they make a lot of the fact that they are the only clearing bank at the moment that has wholly-owned representation throughout the British Isles," he says.

The activities of the other banks tend to put the Clydesdale somewhat in the shadow. Indeed its management promises no startling developments in the foreseeable future.

The Clydesdale must be worried. The home market is being carved up and its estimated 25 per cent of the Scottish banking accounts is slowly coming under siege and its development is limited by the size and

scope of its parent company.

The consolidated balance sheet of the bank for the year to December 1984 nonetheless looks healthy. It shows total assets of £2.5bn, an 11 per cent improvement over the previous year. Before tax were up 33.6 per cent on the year to £24.2m.

The electronics of the rival Scottish clearers are being stretched to help their assault on markets south of the border. The Clydesdale, concentrating on its own market, has done some pioneering work with electronic funds transfer at a number of petrol stations and now a co-op superstore in Aberdeen. Customers can pay using their banking card and type in their account code on a terminal at the cash desk.



Another experiment has been the enlargement of the use of cash dispensers to take in deposits at one branch in East Kilbride. Cash dispensers have long had this facility but British banks have been slow to take it up.

The bank is about to turn its attention to an important revamping of its own backroom electronics in a three-year project estimated to cost about £10m. This will greatly enlarge the information network to branches as well as expand the Clydesdale's electronic link with the Midland.

The Clydesdale has also found short cuts to international banking using a full time representative in Houston, Texas, to put it in touch with the right clients in the North Sea oil market. The bank has now set up a full time representative working out of the Midland office in New York.

M. M.

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MURRAY JOHNSTONE

Scottish Financial Services 3

Barry Riley reports on the opportunities and hazards in life assurance in the wake of the revolution in the financial services sector

Why amber lights are flashing

THE SCOTTISH life assurance industry currently has two men under the spotlight. They are Mr George Gwilt of Standard Life, which has just bought a one-third stake in Bank of Scotland for £155m, and Scottish Amicable's Mr Bill Proudfoot who has been appointed to the Marketing of Investments Board Organising Committee (MIBOC).

Both have pivotal roles to play in the life industry's attempts to grapple with the opportunities and hazards presented by the revolution in the financial services sector. Mr Gwilt is seeking to explore the commercial potential of links between banks and insurance companies, while Mr Proudfoot bears part of the responsibility for setting up the new regulatory framework which will protect policyholders against abuses.

The seven Scottish life offices play a distinctive role in the British life assurance market. Apart from the small, Dutch-owned Life Association of Scotland they are all mutual offices which market through independent intermediaries (especially insurance brokers) rather than tied agents.

Homogeneity

They do, of course, have English counterparts, but they have a homogeneity that the English offices lack. So they have been very sensitive to signs that government policies in respect of life assurance regulation have been drifting in a direction unfavourable to broker-oriented life companies.

Last January's White Paper on investor protection, with its demand for full disclosure of independent brokers' commissions but no comparable requirement for tied agents, set amber lights flashing north of the border.

When Mr Mark Weinberg, of one of the leading direct selling companies, Hambro Life, was appointed chairman of the MIBOC just before Easter there

were angry accusations of bias. Mr David Berridge of Scottish Equitable immediately described the committee as unbalanced and commented: "I think it's a pretty sad day for the independent intermediary."

In this context, Mr Proudfoot's role is to bring a strong counterweight to the 10-member committee. He is certainly a man known for his forthright views. "I want the independent intermediary to be helped. Disclosure won't help him," he says.

A clash

There are all the makings of a clash with Mr Weinberg, who has been talking about the need to establish "equivalence" in the marketing of life assurance and other kinds of investment such as securities. Mr Proudfoot argues that life assurance has nothing to do with the marketing of other investments. "You can't apply the same principles," he insists.

If Mr Proudfoot should ever need moral support, he will not have to look very far in Scotland to find it. At the Scottish Widows, for instance, Mr Charles Cayre, chief general manager, emphasises that "in Scotland we tend to have strong views."

He says: "It's a pity the Government is going down the disclosure route rather than the control of commissions route. We don't see why we should need to compete on commissions. It's a very competitive industry in other ways."

Like other Scottish offices, the Widows is keeping a close eye on the link between Standard Life and Bank of Scotland. For its part, it is not planning mergers but does not rule out links with other kinds of financial institutions.

Mr John Elder, assistant general manager of the Scottish Widows, sets out its philosophy. "We are a medium to long-term savings institution," he says. "We have no desire to become a quasi-banking institution."

There might be merit in a link-up with short-term institutions, so that we could handle shorter-term savings to some degree," Mr Standard Life. Mr Gwilt is guarded about his company's plans for the future. As the biggest European mutual life company with investments totalling some \$500 including the Canadian operation and segregated pension funds, Standard is leading the way, although the relationship with Bank of Scotland appears to be a loose one.

"It is not a good idea to get involved in other businesses," says Mr Gwilt. He discloses that Standard has in the past looked at the idea of buying a deposit-taking institution, but rejected it.

Now he is looking for co-operation with Bank of Scotland to develop some kind of package linking insurance services and banking. Or as his chairman, Mr Robert Smith, put it in his recent annual statement: "It has been clear to us for some time that a strategic stake in the banking industry would help us in tomorrow's markets."

A link

The first fruits of the relationship with Bank of Scotland are expected to emerge shortly. In the meantime, it appears that the idea is to promote the link in products where there is both a lending and a life assurance element.

Personal pensions products could be an important sector, given the potential of pension mortgages and the marketing appeal of loanback facilities on pension plans. Top-up loans on house purchases could be another area for co-operation.

The idea that Bank of Scotland's branches could act as a powerful marketing network seems to be wide of the mark. "They act as independent brokers," says Mr Gwilt firmly. "Our policies have got to be sold because they are good policies."

PROFILE: ROYAL BANK OF SCOTLAND

Moving into fifth place

THE ROYAL BANK OF Scotland would probably have liked to spend £15m for a merchant bank during slightly more settled times.

Its announcement in January that it was buying Charterhouse Japhet from Charterhouse J. Rothschild came right in the middle of an monumental reorganisation of the Royal to merge its English and Scottish banks into one group.

Merchant banks, however, do not come on to the market every day. Sir Michael Perriers, the chairman of the Royal group, is said to have been attending a meeting of the International Monetary Fund when he heard that Mr Jacob Rothschild was interested in investing the merchant banking interest he had acquired 18 months before. It was too important an opportunity to let slip.

The bank announced a rights issue to fund the purchase and began yet further hectic merger talks.

Later this year the Royal Bank of Scotland and William & Glyn's will complete their merger. It has not been an easy business and some critics have wondered why two banks within the same group were allowed to develop in such different ways.

The merger will see the name William & Glyn's disappear in England to be replaced by one name, the Royal Bank of Scotland. Uniting two managements, a network of 900 branches, two quite different computer systems has totally absorbed the bank for the past year.

The merger has created Britain's fifth-ranking high street bank and will be the first UK-wide bank with its administrative headquarters in Scotland. Telephone video conference links will allow management conferences between London and Edinburgh without a lot of executives hopping on the aircraft south or north.

Much of the day-to-day running of the bank involving foreign exchange and Treasury dealing will be handled from London but policy matters will be dealt with in Edinburgh.

For the six months before the merger date of October 1 this year the chief executives of the two banks have swapped roles with Mr Charles Winter moving to London to run Williams & Glyn's and Mr Rob Farley living in Edinburgh to get to know the Royal.

Over two years ago the Royal Bank of Scotland had some big holes in its portfolio. The take-over hopes of Standard Chartered Bank and the Hong-kong Shanghai Bank had been turned down by the Monopolies and Mergers Commission. It had very little in the way of corporate banking to offer, no overseas banks and no wholly-owned finance house.

A big hole has now been filled with the purchase of Charterhouse Japhet, a medium-sized merchant bank with a name for investments in small business and investment management and a fast growing line in development capital.

The merchant bank will absorb the Scottish-based activity of National Commercial and Glyn's taking Mr Robert Smith, National's managing director on to the Board.

This corporate risk assessment will help overcome some criticism of the bank that it has not been sufficiently involved in some of the new high technology companies in Scotland.

The sale of the Royal's 39 per cent share in Lloyds and Scottish Finance House to Lloyds Bank this year left the group with no outlet for contracts for leasing or credit services.

The Royal's management can be quite coy about its plans in this area and about the possibility of a foreign acquisition. Despite its purchase of a merchant bank, there seems little likelihood of the Royal trying to join the big league of conglomerates with blanket financial services under one roof.

Since acquiring Charterhouse Japhet the bank itself may also be too expensive a proposition for potential predators, including foreign banks looking for entry into the UK banking system.

Mark Meredith

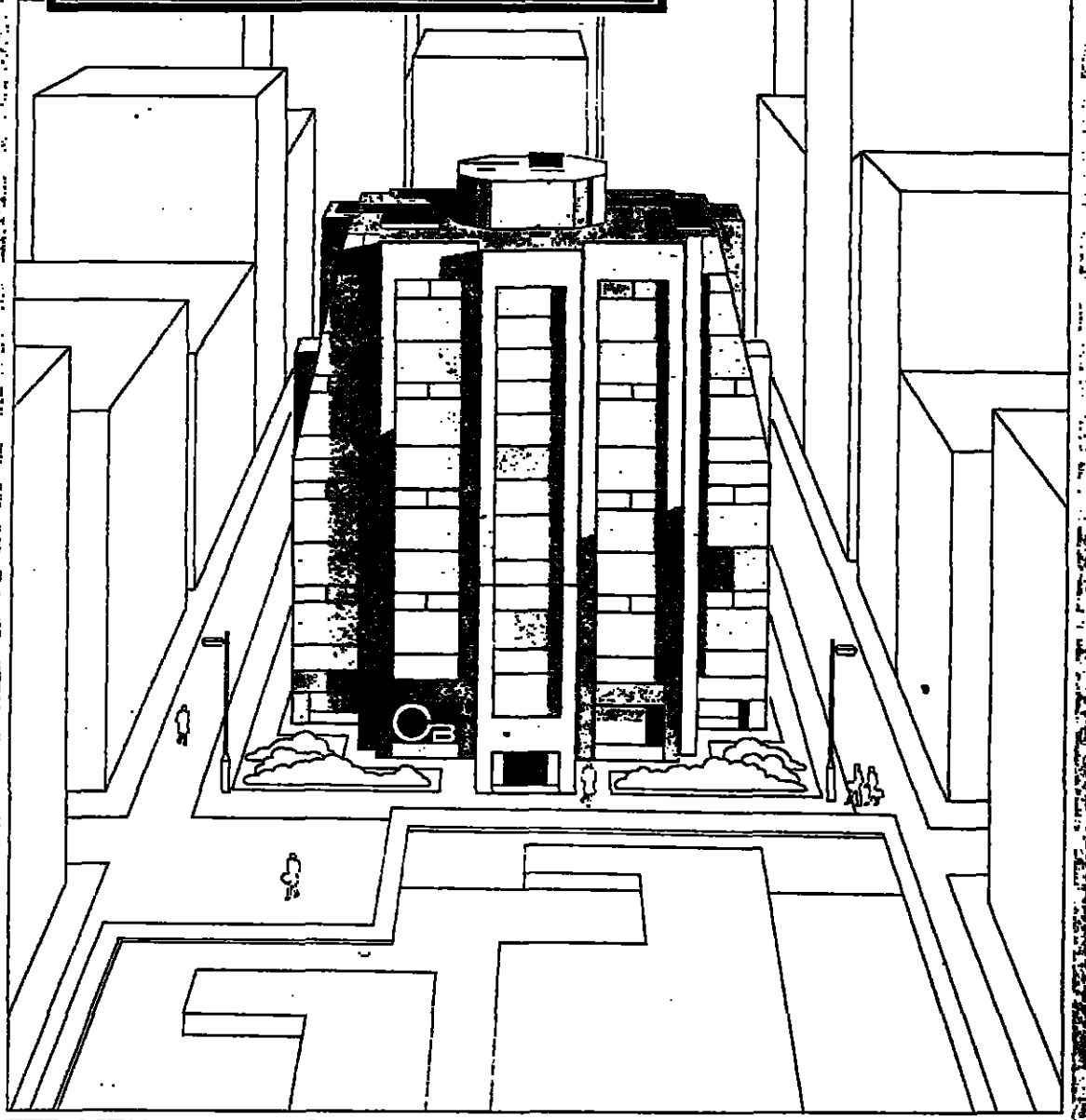
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The changes under way in the City of London will profoundly affect the banking, insurance and financial service community in Scotland. What do prominent figures in Scottish politics and finance think will happen?

How Scotland views the big bang

I WOULD be concerned if reforms of the Stock Exchange had a disadvantageous effect on financial institutions in Scotland, but I see no reason why this should be so. The development of several large conglomerates should not be incompatible with the continued existence of smaller and specialist institutions. The Scottish financial community is notably entrepreneurial and outward looking and this must be of benefit in what is increasingly an international market. Technological developments are making access to information as easy and rapid in Edinburgh and Glasgow as in the City of London. The factors point to a healthy future for the Scottish financial sector.

GEORGE YOUNGER
Secretary of State for Scotland.

THERE IS going to be a difference between the City of London and Scotland along with the regions. This is going to be one occasion where the boundary is going to form at Watford. I'm sure there will be a need for Edinburgh to continue as a financial centre. There are things best done outside London such as investment in companies that are indigenous to the regions. The City could get too big, too impersonal.

RICHARD COLE-HAMILTON
Chief General Manager of the Clydesdale Bank.

IT MUST be good for Scottish financial institutions as it will give them much greater freedom of choice to buy and sell using their own expertise and initiative.

PETER BALFOUR
Chairman, Scottish Council Development and Industry.

THE CHANGES in the City have been instituted by a government in the quest for competition in business. The reaction in England is generally an instinctive rush for size and diversification. Scottish reaction has been to keep competition in the business but stress the specialisation which the Scots can provide in the belief that the discerning customer will prefer a premium service to a supermarket approach.

GARTH RAMSAY
Joint Deputy Chairman
Ivory and Sime Fund Managers.

MOST OF THE new groupings will probably come unstuck. Two areas which worry me are the ability of management to control functions which they themselves are not familiar with and secondly the potential incompatibility of functions that are brought together. I am not confident that banking and stock-broking are good bedfellows. If there are grey areas, it is simply worth the risk of bringing the reputation and standing of a bank into question.

BRUCE PATULLO
Treasurer and General Manager,
Bank of Scotland.

THE CHANGES could bring improved services to Scottish customers but there is concern that some services might deteriorate, partly because effective control of Scottish institutions could move outside Scotland. It is important that all concerned realise the vital contribution which Scottish finance makes to the economy — not only in the quality of its services but also in directly providing employment, income and indeed leadership. The sector's contribution to the UK financial sector should also be fully recognised by those engineering the changes in the City.

EDWARD CUNNINGHAM
Director Planning and Projects,
Scottish Development Agency.

THE SO-CALLED big bang offers a fascinating opportunity for the Scottish financial community, if it results in a slightly different direction from London, establishing a more distinctive persona of its own and aimed at a specific niche in the middle market — where its focus would be more on entrepreneurship — people in a way which, will not be easy in the giant conglomerates now being planned in London.

IAN NOBLE
Noble and Company Limited.

THE SCOTTISH financial sector will dismiss the big bang at its peril. Investment trusts with mediocre performance could well and themselves under sustained attack, the likes of which they have not seen before. The big industrial companies based in Scotland will benefit from the revolution as they will be better served from London-based institutions. It will be even more difficult to lure back this business to Scotland.

PETER DE VINK
Edinburgh Financial and General Holdings.

SCOTTISH AMICABLE is sceptical about becoming a financial conglomerate involving all types of financial services. A lot of people have paid fancy prices for associations or mergers where we cannot see much of a marriage value. We want to grow by continuing to do what we are good at and that is investment management — covering traditional and unlinked life assurance, managed and segregated pension funds.

BILL PROUDFOOT
Chief General Manager and Actuary
Scottish Amicable Life Assurance Society

EDINBURGH CANNOT challenge London as the UK's first financial centre but it is important in its own right and has a clear opportunity at the moment to secure a prominent place for itself in some specialist fields. The Royal Bank of Scotland Group for its part will remain firmly headquartered in Edinburgh and Edinburgh will therefore become a centre for the provision of a number of specialist services available throughout England and Wales as well as Scotland.

CHARLES WINTER
Deputy Chief Executive,
Royal Bank of Scotland Group.

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This is Ivory & Sime's 91st year of international investment management. It finds us a public company, the largest Scottish independent investment management house with over £2 billion under management. We have a long established reputation for enterprise and solid success in investment fund management. Ivory & Sime manage investment trusts which invest internationally. These are—

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FIRST CHARLOTTE ASSETS TRUST
Capital growth—smaller companies, mainly in the USM

THE INDEPENDENT INVESTMENT COMPANY
Capital growth—technology

JAPAN ASSETS TRUST
Capital growth—Japan

NORTH SEA ASSETS
Capital growth—quoted and unquoted oil and gas

PACIFIC ASSETS TRUST
Capital growth—Asian Pacific region, excluding Japan and Australia.

PERSONAL ASSETS TRUST
Capital growth—specifically for private investors

VIKING RESOURCES TRUST
Capital growth—oil and gas

For details of any of these investment trusts, please contact the Secretarial Department.



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IMI

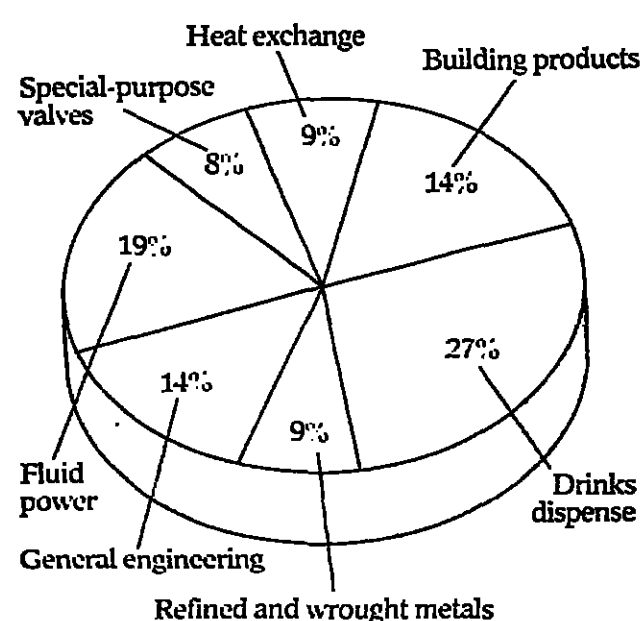
BUILDING PRODUCTS • HEAT EXCHANGE • DRINKS DISPENSE • FLUID POWER
SPECIAL-PURPOSE VALVES • GENERAL ENGINEERING • REFINED AND WROUGHT METALS

Profits double in two years

Sir Robert Clark, Chairman, reports that the Company's progress continued in 1984 with turnover and profits reaching new high levels.

"Our pre-tax profit, which fell by 40 per cent. between 1979 and 1982, has now more than doubled over a two-year period. Whilst this does little more than restore our return on assets to the levels of 1978 and 1979, and indeed to the rate necessary to sustain a healthy and expanding business, it is nonetheless an achievement worthy of note. I hope that shareholders will now echo my pleasure in recommending that the dividend should be restored to the 1981 level of 4.5p."

Percentage profit by product area



IMI means more than metal
The Annual Report has a comprehensive survey of IMI's activities.
If you would like a copy please write to the Secretary, IMI plc, P.O. Box 216, Birmingham B6 7BA.

Summary of Results	1984	1983
	£m	£m
Turnover	737.9	676.3
Trading profit	52.6	41.6
Profit before taxation	45.1	31.6
Earnings applicable to shareholders (excluding extraordinary items)	28.9	19.4
Earnings per share (excluding extraordinary items)	10.7p	7.2p
Dividend per share	4.5p	4.0p

Sir Robert emphasises the need to ensure that the hard lessons learned in the years of depression are not forgotten in the Company's continuing search for efficiency, growth and balance — "... balance between home and overseas operations and between our traditional and newer activities. I believe that in reducing our dependence on low added value metal working in the UK we have made necessary and valuable progress towards safeguarding and improving the quality of our earnings. We have the skill and resources to take this process further, but in my view it is more important that we do this soundly than that we do it quickly. We shall seek to avoid both specialisation that is too narrow and diversification that is too wide."



WEEK'S FINANCIAL DIARY

The following is a record of the principal business and financial engagements during the week. The board meetings are mainly for the purpose of considering dividends and official indications are not always available whether dividends concerned are interim or final. The sub-divisions shown below are based mainly on last year's timetable.

TODAY
COMPANY MEETINGS—
Associated Security, 259 City Road, EC. 12.00.
Glenfiddich, 6-16 Haverhill Road, NW, 12.00.
Dunlop, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000.

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TECHNOLOGY

Apollo bucks trend in networking

Geoffrey Charlish reports from Chelmsford, Massachusetts

ALTHOUGH PARTS of the U.S. computer industry are reporting sharp profit reductions and redundancies, Apollo Computers of Chelmsford, Massachusetts, is bucking the trend by exploiting a growing niche market in networked engineering workstations.

In the first quarter of this year net income was double that of the same period last year, at \$8.55m on sales of \$32m. The five-year-old company has just sold its 10,000th workstation and has 650 customers.

Almost disconnected from conventional business computing, where some of the industry's problems have arisen, Apollo has been deploying technology to meet the design needs of professionals in electronic and mechanical engineering, in software writing and in manufacturing. It is a niche market which president and chief executive officer Dr Thomas Vandervelde thinks will soon be more vigorously attacked by IBM and DEC, among others.

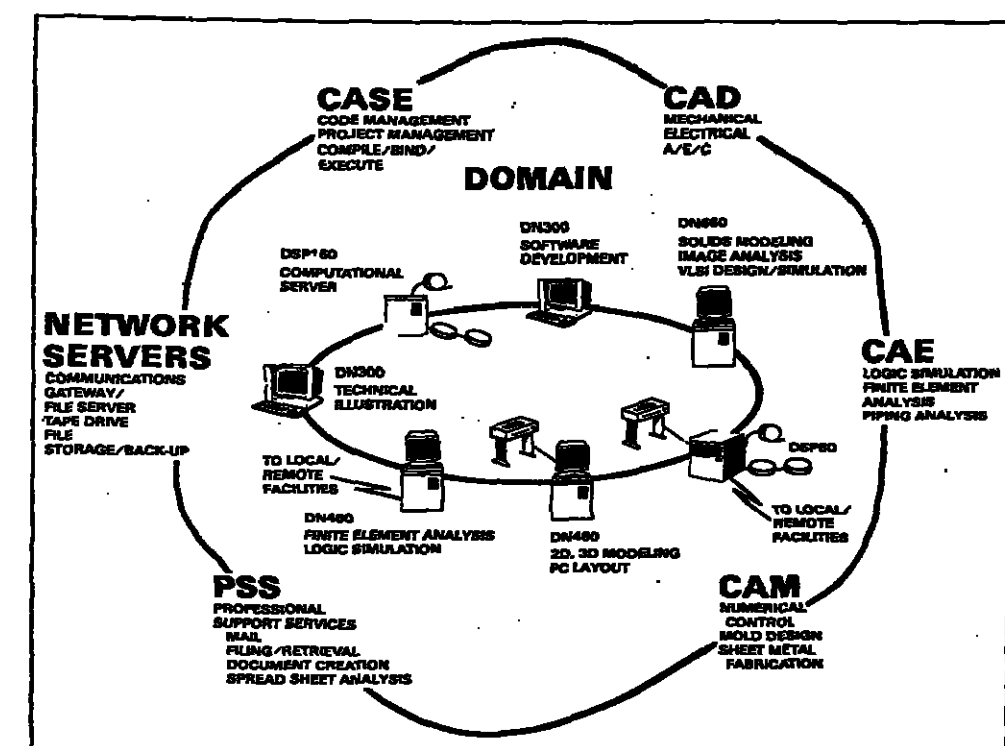
But at the moment, with its Domain network technology and range of quality 32-bit workstations selling at an average price of \$40,000—plus comprehensive software from 100 suppliers—Apollo claims to be in a unique position.

Computer-aided (CAD) supply companies like Mentor, Calma, Autotrol and Rascal Reduc are major OEM (original equipment maker) customers of Apollo. Last week Siemens decided to buy systems for software design that will be worth \$100m to Apollo over the next three years.

Fluor Corporation has just bought \$6m of Apollo-equipped CAD from Calma as the plant design market begins to pick up after a recession. Sperry, moving into the computer-integrated manufacturing (CIM) market earlier this year, also chose Apollo.

The key to the company's success is its networking architecture. Domain's high level approach allows files, programs and resources like computer power and memory to be distributed throughout the network with what is claimed to be complete transparency to the user. He or she accesses what is needed as if the data or facilities are in his other workstation.

Individual stations can perform tasks simultaneously and a major project workload can be shared out between them without degradation of on-



The Domain system allows each engineering and software designer in a group to have his own database but gives access to the others

screen response times. Such group working facilities are increasingly needed in software writing for example, and in large scale engineering design, in order to keep the project time to a minimum.

Although the world workstation annual market is put at \$500m by Dataquest, it is expected to become \$3.2bn by 1988. Apollo hopes to maintain its share at the 40 per cent it claims at present, but some U.S. analysts think there are challenges it must face up to.

As ever, the biggest threat could come from IBM, which has just as much interest in selling workstation hardware as Apollo and will usually exploit markets with sufficient volume as it has with the PC. But Vandervelde is sceptical, and suggests that IBM has not been too good at technical workstation networking in the past.

The industry expects IBM to introduce a technical work-

station this year but Prudential-Bache Securities admits: "We do not know what the operating system, local area network or user interface will be or what degree of dependence the workstations will have on IBM host computers." But it is very likely that Apollo's very high margins on sales may not be sustainable since those of their customers are much lower. New competition for Apollo may force those margins down.

IBM is already gaining market share with its PC XT and AT models at the low end of the engineering workstation market, with the benefit that the machine can be used with much existing business software as well.

DEC, for its part, has a strong OEM presence and a higher speed "Microvax 2" is expected to use the VAX virtual memory system operating software. DEC already has a strong application software base for technical users.

Between them, Apollo, DEC and IBM could account for 70 per cent of the professional user workstation market by 1989, according to Prudential-Bache.

Some industry observers also think that Apollo has been too

dependent on its OEM customers, which provide 70 per cent of the business. Calma is one of the major OEMs and has recently experienced difficulties and staff lay-offs. Furthermore, the analysts suggest that Apollo's very high margins on sales may not be sustainable since those of their customers are much lower. New competition for Apollo may force those margins down.

The fact that Domain is not an open network at the moment and does not comply with international standards is shrugged off at Apollo. Transparency is

considered to be far more important to professional users than the ability to connect "foreign" equipment. However, the arrival of a new vice-president for engineering, Franklin Moss, with a strong IBM background, sets the stage for the integration of IBM PCs into Domain and the interfacing of IBM SNA networks to Domain networks.

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computer inc.

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Bloodbath forecast in U.S. software retail sector

BY PHIL MANCHESTER

THERE IS strong evidence that the U.S. software industry is entering a recession. Speakers at the Softcon conference and exhibition in Atlanta, Georgia, were less than enthusiastic about the prospects for software companies in 1985.

Mr Will Zachman of the market research company, IDC, told the conference. "The book-to-bill ratio began to decline last fall and there is going to be a bloodbath in the retail and distribution industry."

The downturn could be the beginning of general recession in the U.S. economy, he said, adding that prices of software were going to drop dramatically.

There is no class of software which will not drop in price. Companies like Borland International have shown that low price packages are good business.

He predicted that personal business packages will fall below the \$200 by next year.

Mr Bruce Davis of the California-based software company, Imagis, said there was room for only two significant companies in the consumer software marketplace because of the cost of developing and marketing products.

Despite claims of a much larger market, he put the U.S. consumer market at only \$55m in 1985 and a single company needed to gross \$24m to stay in the game.

Lotus was making excuses for the late delivery of its office product for the Apple

Macintosh. Jaz — the first time the company had defaulted on a promised delivery.

Mr Mitch Kapor, head of Lotus, said the product had bugs in it and: "We can't release a product with bugs." This



Mr Mitch Kapor: "We can't release a product with bugs"

follows Lotus's relative lack of success with its Symphony product announced last year.

Lotus is not the only software company in trouble. Microsoft has suffered similar delays with its Windows product and even IBM has failed to produce its much vaunted Topview in a satisfactory state.

The word at Softcon was that it took so much space in memory, there was no room for any applications to run with it. It was, perhaps, significant

that none of the big software producers — Digital Research, Microsoft, Ashton Tate, Lotus — were present at Softcon. This left the field open to about 250, lesser known, exhibitors offering a wide range of software and software-related products.

The show was dominated by North American companies — including a number from Canada, European and Japanese companies were nowhere to be seen.

In spite of the lack of excitement there were some interesting new products. Several companies were planning their future hopes on the exotic areas of artificial intelligence and expert systems.

Human Edge Software, for example, was showing its Expert Edge package — a commercially based expert system following on from its training packages, Sales Edge and Management Edge. Though never unveiled its Sell! package, describing it as an expert advisor program to aid in selling.

More significant was the presence of a number of companies selling networking packages. Waterloo Microsystems, an adjunct of Waterloo University in Ontario, Canada, was showing a package called Port. Using the sort of windowing technology that Apple and Xerox have made popular, Port offers companies with lots of IBM PCs and PC-compatible personal computers a simple way of plugging them together and sharing resources between them.

Guide to design of offshore tubular joints

BY DOMONIC LAWSON

UEG, the research and information group for the underwater and offshore engineering industries, has published the most comprehensive study to date of what has proved to be a major source of difficulty and escalating costs in the offshore industry. The three-volume work is called "Design of tubular joints for offshore structures."

The project was funded by 21 organisations, including major oil companies, design consultants, and the U.S. Department of Energy. Work began in July 1982 and the project has cost about \$225,000 so far.

The problem of tubular joints in the design, construction, and maintenance of steel offshore structures has flourished in recent years as the number of nations with offshore oil and

gas discoveries has grown. This has led to wide-ranging and differing requirements for design certification and a proliferation in codes of practice, rules, regulations, and published research data.

UEG's 908-page guide is the result of a joint industry project, designed to prepare a more rational approach to joint design. A major part of the project work was carried out by UEG's main contractor, Wimpey Offshore Engineers and Contractors.

Volume one of the guide is a day-to-day working document giving a recommended design approach based on a detailed analysis of the information present in volumes two and three. Volume two contains a detailed

summary and discussion of existing design codes and other published work and makes recommendations in relation to simple welded joints, on static strength, local joint behaviour—including numerical and experimental techniques, stress concentration factors, and local joint flexibility.

Volume three deals with materials selection, fabrication and non-destructive examination, and includes a study of complex welded, cast and composite joints.

"Design of tubular joints for offshore structures" costs £280— or \$285 plus \$20 postage in the U.S. UEG is at 6, Storey's Gate, London, SW1 8AU. Tel. 01-222 8891. Telex: 24224, Ref 2063 UEG.

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Electrical test for robot welds

WELDS MADE by robots are tricky to test. The conventional method is to take a specified number of samples off a production line and use strain testing equipment to see what forces are needed to pull the weld apart.

Bell Laboratories have developed a non-destructive method based on a pencil-sized probe that can measure the strength of a weld from its electrical resistance.

The theory is not new, but developing a machine adequate to measure the fractional difference in resistivity between a good weld and bad was difficult.

The Bell device uses four equally spaced probes. A current of between 0.5 and 3 amperes is passed through the weld under test between the outer probes. This results in a voltage drop between the inner pair.

This drop decreases as the weld where the material thickness is greater; the size of the drop is a direct measure of the welded area and its integrity. There is a direct relationship between the results using the probe and destructive strain methods.

Bell in the U.S. is on (201) 582 3000.

Fastest computer

A SUPERCOMPUTER capable of making more than 100 calculations a second has been launched by Fujitsu of Japan. The company is claiming that it is the world's fastest supercomputer, running at nearly twice the speed of its previous top-of-the-line model.

Called the Facom VP-400, the new computer is expected to be used in applications which will make use of its immense "number crunching" abilities including scientific research, weather forecasting and nuclear power development. Monthly rental will be ¥79m (£250,000).

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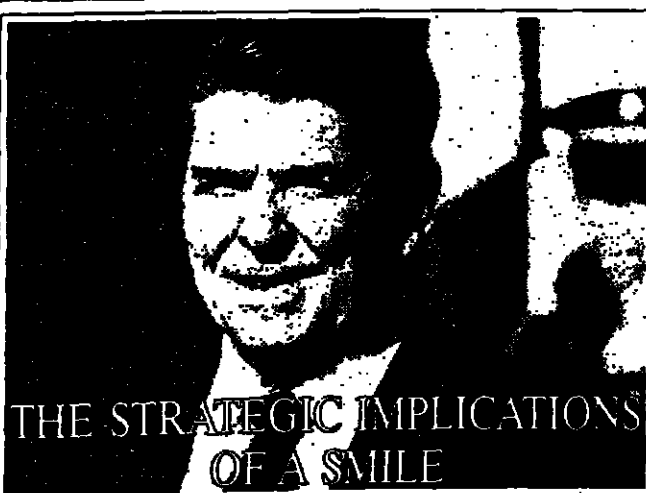


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THE STRATEGIC IMPLICATIONS OF A SMILE
Listening to President Reagan's words and seeing his smile, one had to wonder if the countdown had started. The expected move was it imminent? The question was vital, for the timing was crucial — and the smile carried a message. Could that message be correctly read and help put market components into perspective? Perhaps it was the confidence that the Federal Reserve's monetary management would not collide with the Administration's policies. Wasn't it then clear that the markets were set to gather momentum? Shouldn't the positions on the Stock index futures be doubled? And maybe profits taken on the long D-Mark puts?

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This top-level meeting on paper and pulp, the sixth to be organised by the Financial Times, will examine the industry's prospects and problems in coming years and assess how companies can best adjust to changing market and investment conditions. The problems of pricing and fluctuating currencies, the strong move into new technologies, and the publishing and office markets, will also be reviewed.

Speakers include: Mr Bo Rydin, Svenska Cellulosa Aktiebolaget SCA; Mr Willi Klein-Gunnewitz, PWA Papierwerke Waldhof-Aschaffenburg AG; Mr Erling E. Lonsøen, Aracruz Celulose SA; Mr John H. Kile, Chapelle Barley SA and Mr F. J. de Wit, Koninklijke Nederlandse Papierfabriek NV.

The two-day meeting will be chaired by Dr Ingram Lenton from Bowater Industries and Mr John Worridge, The Wiggins Teape Group Limited.

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London—June 18 & 19 1985

This major forum on World Electronics will bring together a most distinguished panel of industry and government speakers who will give their views on the key issues and trends in the industry in the UK, Japan and Western Europe. The electronics industry in the information age, the global challenges and strategies for success, why some countries innovate more than others, will be among the themes addressed. The contributors will include: Viscount Elton-Davison; Mr Kagar V. Cassani, IBM World Trade Corp/Middle East/Africa Corporation; Mr Gerit Isenhardt, NV Philips Gloeilampenfabriek; Mr Robert Casale, A. T. & T. Information Systems; Dr Henry Ergas, OECD.

Guest speakers will be Mr Geoffrey Patten, MP, Minister of State for Industry and Information Technology and Dr Stephen O. Bryan, Deputy Assistant Secretary for International Economic Trade and Security Policy at the U.S. Department of Defence. Dr Bryan will speak on Technology Transfer—the U.S. Policy.

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1. Dissolution de la société.
 2. Nomination d'un liquidateur.
 3. Détermination de ses pouvoirs.
- Pour assister à l'assemblée, se conformer à l'article 34 des statuts.

Closing prices, April 26

Continued on Page 31

Continued on Page 31

145

Continued on Page 34

145

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"Shorts" (Lives up to Five Years)

13 May 15/16/17/18/19/20/21/22/23/24/25/26/27/28/29/30/31/32/33/34/35/36/37/38/39/40/41/42/43/44/45/46/47/48/49/50/51/52/53/54/55/56/57/58/59/60/61/62/63/64/65/66/67/68/69/70/71/72/73/74/75/76/77/78/79/80/81/82/83/84/85/86/87/88/89/90/91/92/93/94/95/96/97/98/99/100/101/102/103/104/105/106/107/108/109/110/111/112/113/114/115/116/117/118/119/120/121/122/123/124/125/126/127/128/129/130/131/132/133/134/135/136/137/138/139/140/141/142/143/144/145/146/147/148/149/150/151/152/153/154/155/156/157/158/159/160/161/162/163/164/165/166/167/168/169/170/171/172/173/174/175/176/177/178/179/180/181/182/183/184/185/186/187/188/189/190/191/192/193/194/195/196/197/198/199/200/201/202/203/204/205/206/207/208/209/210/211/212/213/214/215/216/217/218/219/220/221/222/223/224/225/226/227/228/229/230/231/232/233/234/235/236/237/238/239/240/241/242/243/244/245/246/247/248/249/250/251/252/253/254/255/256/257/258/259/260/261/262/263/264/265/266/267/268/269/270/271/272/273/274/275/276/277/278/279/280/281/282/283/284/285/286/287/288/289/290/291/292/293/294/295/296/297/298/299/300/301/302/303/304/305/306/307/308/309/310/311/312/313/314/315/316/317/318/319/320/321/322/323/324/325/326/327/328/329/330/331/332/333/334/335/336/337/338/339/340/341/342/343/344/345/346/347/348/349/350/351/352/353/354/355/356/357/358/359/360/361/362/363/364/365/366/367/368/369/370/371/372/373/374/375/376/377/378/379/380/381/382/383/384/385/386/387/388/389/390/391/392/393/394/395/396/397/398/399/400/401/402/403/404/405/406/407/408/409/410/411/412/413/414/415/416/417/418/419/420/421/422/423/424/425/426/427/428/429/430/431/432/433/434/435/436/437/438/439/440/441/442/443/444/445/446/447/448/449/450/451/452/453/454/455/456/457/458/459/460/461/462/463/464/465/466/467/468/469/470/471/472/473/474/475/476/477/478/479/480/481/482/483/484/485/486/487/488/489/490/491/492/493/494/495/496/497/498/499/500/501/502/503/504/505/506/507/508/509/510/511/512/513/514/515/516/517/518/519/520/521/522/523/524/525/526/527/528/529/530/531/532/533/534/535/536/537/538/539/540/541/542/543/544/545/546/547/548/549/550/551/552/553/554/555/556/557/558/559/560/561/562/563/564/565/566/567/568/569/570/571/572/573/574/575/576/577/578/579/580/581/582/583/584/585/586/587/588/589/590/591/592/593/594/595/596/597/598/599/600/601/602/603/604/605/606/607/608/609/610/611/612/613/614/615/616/617/618/619/620/621/622/623/624/625/626/627/628/629/630/631/632/633/634/635/636/637/638/639/640/641/642/643/644/645/646/647/648/649/650/651/652/653/654/655/656/657/658/659/660/661/662/663/664/665/666/667/668/669/670/671/672/673/674/675/676/677/678/679/680/681/682/683/684/685/686/687/688/689/690/691/692/693/694/695/696/697/698/699/700/701/702/703/704/705/706/707/708/709/710/711/712/713/714/715/716/717/718/719/720/721/722/723/724/725/726/727/728/729/730/731/732/733/734/735/736/737/738/739/740/741/742/743/744/745/746/747/748/749/750/751/752/753/754/755/756/757/758/759/760/761/762/763/764/765/766/767/768/769/770/771/772/773/774/775/776/777/778/779/780/781/782/783/784/785/786/787/788/789/790/791/792/793/794/795/796/797/798/799/800/801/802/803/804/805/806/807/808/809/810/811/812/813/814/815/816/817/818/819/820/821/822/823/824/825/826/827/828/829/830/831/832/833/834/835/836/837/838/839/840/841/842/843/844/845/846/847/848/849/850/851/852/853/854/855/856/857/858/859/860/861/862/863/864/865/866/867/868/869/870/871/872/873/874/875/876/877/878/879/880/881/882/883/884/885/886/887/888/889/890/891/892/893/894/895/896/897/898/899/900/901/902/903/904/905/906/907/908/909/910/911/912/913/914/915/916/917/918/919/920/921/922/923/924/925/926/927/928/929/930/931/932/933/934/935/936/937/938/939/940/941/942/943/944/945/946/947/948/949/950/951/952/953/954/955/956/957/958/959/960/961/962/963/964/965/966/967/968/969/970/971/972/973/974/975/976/977/978/979/980/981/982/983/984/985/986/987/988/989/990/991/992/993/994/995/996/997/998/999/1000/1001/1002/1003/1004/1005/1006/1007/1008/1009/1010/1011/1012/1013/1014/1015/1016/1017/1018/1019/1020/1021/1022/1023/1024/1025/1026/1027/1028/1029/1030/1031/1032/1033/1034/1035/1036/1037/1038/1039/1040/1041/1042/1043/1044/1045/1046/1047/1048/1049/1050/1051/1052/1053/1054/1055/1056/1057/1058/1059/1060/1061/1062/1063/1064/1065/1066/1067/1068/1069/1070/1071/1072/1073/1074/1075/1076/1077/1078/1079/1080/1081/1082/1083/1084/1085/1086/1087/1088/1089/1090/1091/1092/1093/1094/1095/1096/1097/1098/1099/1100/1101/1102/1103/1104/1105/1106/1107/1108/1109/1110/1111/1112/1113/1114/1115/1116/1117/1118/1119/1120/1121/1122/1123/1124/1125/1126/1127/1128/1129/1130/1131/1132/1133/1134/1135/1136/1137/1138/1139/1140/1141/1142/1143/1144/1145/1146/1147/1148/1149/1150/1151/1152/1153/1154/1155/1156/1157/1158/1159/1160/1161/1162/1163/1164/1165/1166/1167/1168/1169/1170/1171/1172/1173/1174/1175/1176/1177/1178/1179/1180/1181/1182/1183/1184/1185/1186/1187/1188/1189/1190/1191/1192/1193/1194/1195/1196/1197/1198/1199/1200/1201/1202/1203/1204/1205/1206/1207/1208/1209/1210/1211/1212/1213/1214/1215/1216/1217/1218/1219/1220/1221/1222/1223/1224/1225/1226/1227/1228/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INDUSTRIALS—Continued

[illegible][illegible][illegible][illegible][illegible][illegible]

(L)1	39	Mifflin Co.	50	Bris. Ord & Mfg	42
(L)2	39	Nelson	48	Tra to Petroleum	46
(L)3	34	Hart West Bk.	46	Bureau Oil	4
(L)4	39	P & D Deo.	36	Chatterhauf.	6
(L)5	32	Plastic	17	Premier	5
(L)6	37	Poly Pack	38	Trinidad	68
(L)7	38	Rural Elect.	12	Uranium	10
(L)8	32	Steel Ind.	11	Wines	29
(L)9	6	Trans. Ind.	17	Charter Cons	44
(L)10	39	Trans. Ind.	17	Cum Coal	18
(L)11	39	Trans. Ind.	17	Cum Coal	14
(L)12	39	Trans. Ind.	17	Cum Coal	14
(L)13	39	Trans. Ind.	17	Cum Coal	14
(L)14	39	Trans. Ind.	17	Cum Coal	14
(L)15	39	Trans. Ind.	17	Cum Coal	14
(L)16	39	Trans. Ind.	17	Cum Coal	14
(L)17	39	Trans. Ind.	17	Cum Coal	14
(L)18	39	Trans. Ind.	17	Cum Coal	14
(L)19	39	Trans. Ind.	17	Cum Coal	14
(L)20	39	Trans. Ind.	17	Cum Coal	14
(L)21	39	Trans. Ind.	17	Cum Coal	14
(L)22	39	Trans. Ind.	17	Cum Coal	14
(L)23	39	Trans. Ind.	17	Cum Coal	14
(L)24	39	Trans. Ind.	17	Cum Coal	14
(L)25	39	Trans. Ind.	17	Cum Coal	14
(L)26	39	Trans. Ind.	17	Cum Coal	14
(L)27	39	Trans. Ind.	17	Cum Coal	14
(L)28	39	Trans. Ind.	17	Cum Coal	14
(L)29	39	Trans. Ind.	17	Cum Coal	14
(L)30	39	Trans. Ind.	17	Cum Coal	14
(L)31	39	Trans. Ind.	17	Cum Coal	14
(L)32	39	Trans. Ind.	17	Cum Coal	14
(L)33	39	Trans. Ind.	17	Cum Coal	14
(L)34	39	Trans. Ind.	17	Cum Coal	14
(L)35	39	Trans. Ind.	17	Cum Coal	14
(L)36	39	Trans. Ind.	17	Cum Coal	14
(L)37	39	Trans. Ind.	17	Cum Coal	14
(L)38	39	Trans. Ind.	17	Cum Coal	14
(L)39	39	Trans. Ind.	17	Cum Coal	14
(L)40	39	Trans. Ind.	17	Cum Coal	14
(L)41	39	Trans. Ind.	17	Cum Coal	14
(L)42	39	Trans. Ind.	17	Cum Coal	14
(L)43	39	Trans. Ind.	17	Cum Coal	14
(L)44	39	Trans. Ind.	17	Cum Coal	14
(L)45	39	Trans. Ind.	17	Cum Coal	14
(L)46	39	Trans. Ind.	17	Cum Coal	14
(L)47	39	Trans. Ind.	17	Cum Coal	14
(L)48	39	Trans. Ind.	17	Cum Coal	14
(L)49	39	Trans. Ind.	17	Cum Coal	14
(L)50	39	Trans. Ind.	17	Cum Coal	14
(L)51	39	Trans. Ind.	17	Cum Coal	14
(L)52	39	Trans. Ind.	17	Cum Coal	14
(L)53	39	Trans. Ind.	17	Cum Coal	14
(L)54	39	Trans. Ind.	17	Cum Coal	14
(L)55	39	Trans. Ind.	17	Cum Coal	14
(L)56	39	Trans. Ind.	17	Cum Coal	14
(L)57	39	Trans. Ind.	17	Cum Coal	14
(L)58	39	Trans. Ind.	17	Cum Coal	14
(L)59	39	Trans. Ind.	17	Cum Coal	14
(L)60	39	Trans. Ind.	17	Cum Coal	14
(L)61	39	Trans. Ind.	17	Cum Coal	14
(L)62	39	Trans. Ind.	17	Cum Coal	14
(L)63	39	Trans. Ind.	17	Cum Coal	14
(L)64	39	Trans. Ind.	17	Cum Coal	14
(L)65	39	Trans. Ind.	17	Cum Coal	14
(L)66	39	Trans. Ind.	17	Cum Coal	14
(L)67	39	Trans. Ind.	17	Cum Coal	14
(L)68	39	Trans. Ind.	17	Cum Coal	14
(L)69	39	Trans. Ind.	17	Cum Coal	14
(L)70	39	Trans. Ind.	17	Cum Coal	14
(L)71	39	Trans. Ind.	17	Cum Coal	14
(L)72	39	Trans. Ind.	17	Cum Coal	14
(L)73	39	Trans. Ind.	17	Cum Coal	14
(L)74	39	Trans. Ind.	17	Cum Coal	14
(L)75	39	Trans. Ind.	17	Cum Coal	14
(L)76	39	Trans. Ind.	17	Cum Coal	14
(L)77	39	Trans. Ind.	17	Cum Coal	14
(L)78	39	Trans. Ind.	17	Cum Coal	14
(L)79	39	Trans. Ind.	17	Cum Coal	14
(L)80	39	Trans. Ind.	17	Cum Coal	14
(L)81	39	Trans. Ind.	17	Cum Coal	14
(L)82	39	Trans. Ind.	17	Cum Coal	1

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Bank of Tokyo (Curacao) Holding N.V. US \$50,000,000 GUARANTEED FLOATING RATE NOTES DUE 1989

Payment of the principal of, and interest on, the Notes is unconditionally and irrevocably guaranteed by **The Bank of Tokyo, Ltd.** (Kabushiki Kaisha Tokyo Ginko)

In accordance with the provisions of the Agency Agreement between Bank of Tokyo (Curacao) Holding N.V., The Bank of Tokyo Ltd., and Citibank, N.A., dated October 23, 1979, notice is hereby given that the Rate of Interest has been fixed at 8 1/4% p.a. and that the interest payable on the relevant Interest Payment Date, July 29, 1985 against Coupon No. 23 will be US\$110.59.

April 29, 1985, London
By Citibank, N.A. (CSI Dept.), Agent Bank

ECU 150,000,000 IRELAND Floating Rate Notes due 1997

Notice is hereby given that the Initial Rate of Interest has been fixed at 9 1/4% p.a. and that the interest payable on the relevant Interest Payment Date, October 28, 1985 against Coupon No. 1 in respect of ECU 10,000 nominal of the Notes will be ECU 504.25.

April 29, 1985, London
By Citibank, N.A. (CSI Dept.), Agent Bank

CURRENCIES, MONEY and CAPITAL MARKETS

FINANCIAL FUTURES

LONDON

THREE-MONTH EURO-DOLLAR
51m points of 100%

Sept	90.25	90.26	90.19	90.22
Dec	89.75	89.77	89.71	89.72
March	89.34	89.36	89.31	89.31
June	88.99	88.99	88.94	88.97
Estimated volume	6,254	(8,219)		
Previous day's open int	18,235	(17,838)		
THREE-MONTH STERLING				
C\$50,000 points of 100%				
	Close	High	Low	P
Sept	87.66	87.84	87.65	87.66
Dec	86.57	86.71	86.53	86.57
March	86.76	86.78	86.50	86.76
June	86.85	—	—	86.85
Estimated volume	88.90	89.00	88.00	88.90
Previous day's open int	7,101	7,101	8,368	7,101